



City and County of

# SAN FRANCISCO, CALIFORNIA

GOVERNMENT  
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MAYOR'S 2012-2013 & 2013-2014

## Proposed Budget

Mayor Edwin M. Lee



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# How to use the Mayor's Proposed Budget Book

## BUDGET AND OTHER RESOURCES

### MAYOR'S PROPOSED MAY 1 BUDGET

The Mayor's proposed May 1 budget for the City and County of San Francisco (the City) contains departmental budget submissions from a subset of departments. The proposed budget is organized into the following sections:

**MAYOR'S BUDGET INTRODUCTION** This provides an overview of the Mayor's proposed budget including highlights and priorities for the 2012-13 and 2013-14 budget years.

**BUDGET SUMMARY TABLES** These provide high-level summaries of the Mayor's proposed budget, detailing changes over a three-year period: 2010-11 actual data; 2011-12 budgetary data; and 2012-13 and 2013-14 proposed budgetary data. The variance columns measure the dollar difference between the proposed year and previous year data.

- **Uses by Service Area, Department and Program:** This lists citywide expenses at the program level by Major Service Area (MSA). The seven MSAs include: Public Protection; Public Works, Transportation and Commerce; Human Welfare and Neighborhood Development; Community Health; Culture and Recreation; General Administration and Finance; and General City Responsibilities.
- **Funded Positions, Grand Recap by MSA and Department:** This lists year-to-year change in funded positions by department. The count of funded positions is determined by the total authorized positions minus budgeted attrition savings.

**DEPARTMENT BUDGETS** These provide budgetary information and operational priorities for each of the City's departments. Department information is organized alphabetically and includes the following sections:

- **Description of Services Provided:** Includes key services or divisions and functions.
- **Budget Data Summary:** Shows a summary of total expenditures and funded positions over time.
- **Budget Issues and Details:** Explains any significant service level changes in the 2012-13 and 2013-14 budget years, and highlights key areas of focus.

- **Organizational Chart:** Depicts the department's organizational structure.
- **Total Budget (Historical Comparison):** Illustrates the department's total revenue sources, expenditures and funded positions over time.
- **Performance Measures:** Illustrates the department's progress in meeting specific goals.

**CAPITAL PROJECTS:** This provides information on capital projects funded in the proposed budget. The Capital Budget for Fiscal Years 2012-13 and 2013-14 is reviewed and proposed by the Capital Planning Committee (CPC) organized under the City Administrator's Office. Capital projects are supported by General Fund and Non-General Fund sources. Capital projects generally include major construction of new or existing buildings, roads and other investments in our physical infrastructure. Specific projects are detailed in this section and within the corresponding department section.

There will be an additional Mayor's proposed budget introduced on June 1st, which will include all remaining departmental budget submissions.

### CONSOLIDATED BUDGET AND ANNUAL APPROPRIATION ORDINANCE, FISCAL YEARS 2012-13 AND 2013-14

The Consolidated Budget and Annual Appropriation Ordinance (AAO) contains the sources of funds and their uses, detailed by department. This document provides the legal authority for the City to spend funds during the fiscal year.

## ANNUAL SALARY ORDINANCE, FISCAL YEARS 2012-13 AND 2013-14

The Annual Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job classifications in departments for the fiscal year. The ASO is passed at the same time as the AAO.

## COMPREHENSIVE ANNUAL FINANCIAL REPORT

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2011 is currently available. The 2011-12 CAFR will be made available by the Controller after the fiscal year has closed, and the City's financial reports have been reviewed and certified.

## OBTAINING BUDGET DOCUMENTS AND RESOURCES

Copies of these documents are distributed to all City libraries. They may also be viewed at the following City Hall locations and online:

## MAYOR'S OFFICE OF PUBLIC POLICY & FINANCE

1 Dr. Carlton B. Goodlett Place, Room 288  
Phone: (415) 554-6114  
[www.sfmayor.org](http://www.sfmayor.org)

## CONTROLLER'S OFFICE

1 Dr. Carlton B. Goodlett Place, Room 316  
Phone: (415) 554-7500  
[www.sfcontroller.org](http://www.sfcontroller.org)

## CLERK OF THE BOARD OF SUPERVISORS

1 Dr. Carlton B. Goodlett Place, Room 244  
Phone: (415) 554-5184  
[www.sfbos.org](http://www.sfbos.org)

The Mayor's proposed budget and these other documents can also be viewed on the City's website: [www.sfgov.org](http://www.sfgov.org)

# COMMONLY USED TERMS

**ACCRUAL BASIS ACCOUNTING** – An accounting methodology that recognizes revenues or expenditures when services are provided.

**ANNUAL APPROPRIATION ORDINANCE (AAO)** – The piece of legislation that enacts the annual budget.

**ANNUAL SALARY ORDINANCE (ASO)** – The piece of legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. The ASO is passed at the same time as the AAO.

**ANNUALIZATION** – Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending.

**ATTRITION SAVINGS** – Salary savings that result when positions at a department are vacant.

**BALANCING** – Process of making revenues match expenditures within each departmental budget and within the City budget as a whole.

**BASELINE** – (1) The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget. (2) A required minimum of spending for a specific purpose.

**BUDGET CYCLE** – The period of time in which the City's financial plan for the upcoming fiscal year is developed; submitted to, reviewed, and enacted by the Board of Supervisors and signed by the Mayor; and implemented by city departments.

**CAPITAL BUDGET** – Funds to acquire land, plan and construct new buildings, expand or modify existing buildings, and/or purchase equipment related to such construction.

**CASH BASIS ACCOUNTING** – An accounting methodology that recognizes revenues and expenditures when payments are actually made.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** – The City's Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior fiscal year.

**CARRYFORWARD** – Funds remaining unspent at year-end that a department requests permission to spend during the following fiscal year. Some funds carry forward automatically at year-end.

**COST-OF-LIVING ADJUSTMENT (COLA)** – A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to reflect the cost of inflation.

**COUNTY-WIDE COST ALLOCATION PLAN (COWCAP)** – The County-Wide Cost Allocation Plan is developed annually by the Controller's Office and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll, accounting, and operations.

**DEFICIT** – An excess of expenditures over revenues.

**ENTERPRISE DEPARTMENT** – A department that does not require a General Fund subsidy because it generates its own revenues by charging a fee for service.

**FISCAL YEAR** – The twelve-month budget cycle. San Francisco's fiscal year runs from July 1st to June 30th.

**FRINGE** – The dollar value of employee benefits such as health and dental, which varies from position to position.

**FULL-TIME EQUIVALENT (FTE)** – One or more employees who cumulatively work 40 hours/week.

**FUND** – Government budgets are made up of funds that organize and account for specific resources. Each fund is considered a separate accounting entity.

**FUND BALANCE** – The amount of funding that remains in a given fund at the end of the fiscal year.

**GENERAL FUND** – The largest of the City’s funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

**GENERAL FUND DEPARTMENT** – A department that receives an annual appropriation from the City’s General Fund.

**INTERIM BUDGET** – The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1st – the date on which the Board of Supervisors must technically submit its budget – until mid-August when the new budget is signed into effect by the Mayor. The Mayor’s proposed budget serves as the interim budget.

**MAYOR’S PROPOSED BUDGET** – The citywide budget submitted to the Board of Supervisors by the Mayor’s Office, on May 1st for selected Enterprise and General Fund departments and June 1st for all remaining departments, that makes recommendations and estimates for the City’s financial operations for the ensuing fiscal year.

**MEMORANDUM OF UNDERSTANDING (MOU)** – A binding agreement between two parties.

**ORDINANCE** – A proposed or enacted law. Typically prepared by the City Attorney.

**RAINY DAY RESERVE** – Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy’s boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

**RESOLUTION** – A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

**REVISED BUDGET** – The department’s budget at year-end. Over the course of the fiscal year, the department’s original budget may be amended to reflect supplemental appropriations, and receipts of unbudgeted grants.

**SPECIAL FUND** – Any fund other than the General Fund. Revenue in special funds is non-discretionary.

**SURPLUS** – An excess of revenue over expenditures.


**TECHNICAL ADJUSTMENT** – Changes made by the Mayor’s Office to the Mayor’s proposed budget after it has been submitted to the Board of Supervisors.



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# Mayor's Budget Introduction





# Mayor's Letter

May 1, 2012

Dear Residents of San Francisco:

I am pleased to present my May 1 budget, which includes proposed revenues and expenditures for seven city departments with budgets totaling \$5.2 billion over the next two years. This May 1 proposal, which is focused on our largest enterprise departments, is the first step in crafting a balanced budget for the coming year. There is much more work to be done in the coming weeks. By June 1, we must close a \$170 million General Fund budget deficit in Fiscal Year (FY) 2012-13, and a \$312 million General Fund deficit in FY 2013-14; my office must also propose the first ever citywide two-year budget for all departments.

While our economy is stabilizing after the sharp downturn over the past several years, we must continue working to steer the City back toward long-term economic and financial stability. The departments included in this May 1 proposed budget are integral to the short-term and long-term economic health of the City. The funding in this proposed budget will be used to protect our City's water supply after a major earthquake, invest in our Airport as an economic engine for visitors and business travelers, and continue the revival of our eastern waterfront, including laying the foundation for the 34th America's Cup, an international sailing event that will be hosted in San Francisco in the upcoming fiscal year. These investments will also provide much-needed jobs for city residents as we struggle to emerge from the economic downturn. Over the next two years, these departments will support over 8,700 jobs in San Francisco by infusing \$1.3 billion into our local economy through capital projects. These infrastructure investments will provide an opportunity for the City to continue to ensure that our residents have access to construction and trade jobs funded with city dollars.

Over the past couple of months, many of you have heard me speak about three guiding principles I use when making decisions for our City and its future. I believe this budget proposal, and this year's budget process, reflects my commitment to innovate, involve the public, and invest in our infrastructure.

**INNOVATION.** Cities like San Francisco thrive because of their ability to cultivate innovative ideas. This is why I've reached out across our city's departments and communities to find innovative ways to bring our costs down while allowing us to continue providing the essential services that keep our neighborhoods, and our many diverse communities, moving in the right direction. In my instructions to departments on their budget submissions, I asked them to consider innovative ways to use technology to make city government more efficient and accessible to the public. Over the next two years, for example, the Public Utilities Commission will invest more than \$2 million to enhance its customer care and billing system to better manage billings and improve communication with PUC customers.



**INVOLVEMENT.** I recognize that our achievements as a city are founded in our commitment to hear directly from our residents, communities, and neighborhood organizations about what matters most to them. This is why I co-hosted six district based budget town halls with all of the members of the Board of Supervisors, met with stakeholders, and why I continue to work for greater transparency around the budget process. Your engagement in city policy and decision making is critical to ensuring that the fiscal choices we make accurately reflect the voices, perspectives, and priorities of our diverse San Francisco communities.

**INVESTMENT.** By choosing to live, work, and play in San Francisco, we are all investing in our City. Our May 1 Budget reflects our City's significant capital investments over the coming years. Over the next two years, the Public Utilities Commission proposes spending \$71.5 million to maintain and improve the water, wastewater and power resources for the City. These investments are in addition to two major, multi-year capital programs to seismically strengthen our water and sewer systems, ensuring a reliable water supply and quick recovery after the next major earthquake. This budget also includes implementation of the San Francisco International Airport's 10-year \$206 million investment in the development of the Runway Safety Area Plan. The Port of San Francisco will continue to invest in the safety of our waterfront piers and facilities.

This budget is about fulfilling the promises we've already made. It reflects the City's third year of two-year budgeting for our largest enterprise departments, and the first year that these departments will move forward with a fixed two-year budget. In the coming year, we will update our city's Five-Year Financial Plan, and I am challenging myself, our city departments, and our community partners to shift to a longer-term view of our city's finances, and begin to think practically and strategically about the steps we need to take to ensure that San Francisco remains the exciting, diverse, and thriving city we love. I look forward to working with the Board of Supervisors, residents, businesses, and stakeholders both on this budget, and on our plans for the years to come.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Edwin M. Lee', with a stylized flourish at the end.

Mayor Edwin M. Lee

# Budget Summary Tables



# USES BY DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>AIRPORT COMMISSION</b>						
ADMINISTRATION	33,983,402	36,899,762	42,335,878	5,436,116	44,572,563	2,236,685
AIRPORT DIRECTOR	7,150,780	16,579,536	8,681,265	(7,898,271)	8,823,278	142,013
BUREAU OF DESIGN AND CONSTRUCTION	2,669,420	5,621,140	13,346,864	7,725,724	14,027,455	680,591
BUSINESS & FINANCE	414,835,439	428,766,832	448,091,868	19,325,036	467,436,020	19,344,152
CAPITAL PROJECTS AND GRANTS	38,823,643	39,498,903	80,519,484	41,020,581	76,229,491	(4,289,993)
CHIEF OPERATING OFFICER	3,698,501	4,595,869	4,811,312	215,443	5,111,470	300,158
COMMUNICATIONS & MARKETING	5,531,545	5,862,433	6,301,302	438,869	6,480,587	179,285
CONTINUING PROJECTS, MAINT AND RENEWAL	983,440	7,075,000	10,500,000	3,425,000	9,310,000	(1,190,000)
FACILITIES	132,610,324	148,844,080	155,996,876	7,152,796	164,167,236	8,170,360
FIRE AIRPORT BUREAU NON-PERSONNEL COST	470,359	811,248	678,947	(132,301)	598,434	(80,513)
OPERATIONS AND SECURITY	48,335,705	55,098,535	59,634,287	4,535,752	61,941,342	2,307,055
PLANNING DIVISION	3,243,456	4,019,107	3,551,512	(467,595)	3,827,380	275,868
POLICE AIRPORT BUREAU NON-PERSONNEL COST	3,035,891	2,472,777	3,566,941	1,094,164	3,176,003	(390,938)
<b>AIRPORT COMMISSION</b>	<b>695,371,905</b>	<b>756,145,222</b>	<b>838,016,536</b>	<b>81,871,314</b>	<b>865,701,259</b>	<b>27,684,723</b>
<b>BOARD OF APPEALS</b>						
APPEALS PROCESSING	839,005	925,289	934,735	9,446	949,328	14,593
<b>BOARD OF APPEALS</b>	<b>839,005</b>	<b>925,289</b>	<b>934,735</b>	<b>9,446</b>	<b>949,328</b>	<b>14,593</b>
<b>ENVIRONMENT</b>						
CLEAN AIR	1,034,727	972,716	781,857	(190,859)	801,290	19,433
CLIMATE CHANGE/ENERGY	8,105,122	1,586,521	2,954,097	1,367,576	467,556	(2,486,541)
ENVIRONMENT	5,170,645	7,280,462	7,257,325	(23,137)	6,392,110	(865,215)
ENVIRONMENT-OUTREACH	719,144	219,328	219,521	193	224,868	5,347
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	289,866	499,505	173,709	(325,796)	180,097	6,388
GREEN BUILDING	594,850	416,919	383,130	(33,789)	397,347	14,217
POWER UTILITY FIELD SERVICES	493,319	0	0	0	0	0
RECYCLING	3,488,774	4,404,837	4,708,172	303,335	4,779,479	71,307
SOLID WASTE MANAGEMENT	244,455	272,162	0	(272,162)	0	0
TOXICS	1,733,533	1,908,354	1,500,874	(407,480)	1,542,283	41,409
URBAN FORESTRY	35,375	35,942	37,665	1,723	39,084	1,419
<b>ENVIRONMENT</b>	<b>21,909,810</b>	<b>17,596,746</b>	<b>18,016,350</b>	<b>419,604</b>	<b>14,824,114</b>	<b>(3,192,236)</b>
<b>MUNICIPAL TRANSPORTATION AGENCY</b>						
ACCESSIBLE SERVICES	17,895,347	21,549,070	20,913,337	(6,35,733)	22,190,745	1,277,408
ADMINISTRATION	47,319,440	58,987,665	69,256,239	10,268,574	68,526,331	(729,908)
AGENCY WIDE EXPENSES	119,595,916	126,785,319	98,125,518	(28,659,801)	91,822,450	(6,303,068)
CAPITAL PROGRAMS & CONSTRUCTION	0	0	104,048	104,048	105,012	964
DEVELOPMENT AND PLANNING	1,179,389	604,441	714,505	110,464	942,796	197,891
PARKING & TRAFFIC	64,798,169	73,186,298	80,756,408	7,570,110	88,750,313	7,993,905
PARKING GARAGES & LOTS	18,493,515	22,201,245	24,371,088	2,169,843	27,705,632	3,334,544
RAIL & BUS SERVICES	415,344,566	418,967,316	446,906,864	27,939,548	457,420,010	10,513,146
SECURITY, SAFETY, TRAINING & ENFORCEMENT	54,490,760	55,876,450	78,848,078	22,971,628	81,836,176	2,988,098
TAXI SERVICES	2,173,368	2,409,307	3,679,240	1,269,933	3,886,993	207,753
<b>MUNICIPAL TRANSPORTATION AGENCY</b>	<b>741,290,476</b>	<b>780,567,111</b>	<b>823,675,725</b>	<b>43,108,614</b>	<b>843,156,458</b>	<b>19,480,733</b>
<b>PORT</b>						
ADMINISTRATION	19,891,117	23,084,714	26,181,961	3,097,247	27,005,951	823,990
ENGINEERING & ENVIRONMENTAL	4,136,699	4,194,296	4,354,256	159,960	4,493,181	138,925
MAINTENANCE	26,395,791	34,793,060	32,102,682	(2,690,378)	33,828,836	1,726,154
MARITIME OPERATIONS & MARKETING	3,266,479	3,832,466	8,412,256	4,579,790	8,502,353	90,097
PLANNING & DEVELOPMENT	3,097,204	2,944,527	4,341,865	1,397,338	3,422,927	(918,938)
REAL ESTATE & MANAGEMENT	8,957,244	9,903,096	10,395,784	492,688	10,617,915	222,131
<b>PORT</b>	<b>65,744,534</b>	<b>78,752,159</b>	<b>85,788,004</b>	<b>7,036,645</b>	<b>87,871,163</b>	<b>2,083,359</b>



# USES BY DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>PUBLIC UTILITIES COMMISSION</b>						
ADMINISTRATION	290,436,333	112,184,853	188,958,806	76,773,953	268,772,837	19,814,031
CUSTOMER SERVICES	11,126,410	11,984,647	12,561,644	576,997	12,975,905	414,261
DEBT SERVICE	0	212,923,930	232,022,270	19,098,340	274,689,954	42,667,684
ENGINEERING	390,595	0	0	0	0	0
FINANCE	9,409,407	10,148,226	10,684,141	535,915	10,958,753	274,612
GENERAL MANAGEMENT	(51,017,511)	(55,946,417)	(59,207,238)	(3,260,821)	(60,648,302)	(1,441,064)
HETCH HETCHY CAPITAL PROJECTS	28,664,057	73,686,500	2,000,000	(71,686,500)	2,000,000	0
HETCHY WATER OPERATIONS	11,992,661	50,487,873	59,486,896	8,999,023	55,417,772	(4,069,124)
HUMAN RESOURCES	7,618,240	9,581,837	10,135,362	553,525	10,420,474	285,112
MANAGEMENT INFORMATION	18,796,417	19,542,846	20,525,731	982,885	20,746,225	220,494
OPERATING RESERVE	0	13,434,935	20,798,138	7,363,203	36,122,807	15,324,669
POWER INFRASTRUCTURE DEVELOPMENT	6,314,379	9,316,096	21,721,891	12,405,795	22,297,133	575,242
POWER PURCHASING/ SCHEDULING	31,295,356	44,505,295	45,851,628	1,346,333	45,971,131	119,503
POWER UTILITY SERVICES	74,766,392	11,869,084	342,000	(11,527,084)	357,000	15,000
STRATEGIC PLANNING/COMPLIANCE	5,833,950	10,596,544	12,785,185	2,188,641	12,881,037	95,852
WASTEWATER CAPITAL PROJECTS	11,578,325	30,652,450	0	(30,652,450)	0	0
WASTEWATER COLLECTION	30,204,932	30,100,426	31,317,585	1,217,159	31,890,746	573,161
WASTEWATER OPERATIONS	5,024,404	6,413,336	3,051,622	(3,361,714)	3,072,021	20,399
WASTEWATER TREATMENT	61,049,496	69,931,755	70,704,830	773,075	72,039,834	1,335,004
WATER CAPITAL PROJECTS	54,910,356	39,270,330	5,001,000	(34,269,330)	5,713,000	712,000
WATER SOURCE OF SUPPLY	16,217,207	20,925,744	20,062,385	(923,359)	21,127,014	1,124,629
WATER TRANSMISSION/ DISTRIBUTION	67,706,717	49,043,342	50,988,696	1,945,354	51,668,436	679,740
WATER TREATMENT	35,487,817	37,910,802	42,618,602	4,707,800	42,882,303	263,701
<b>PUBLIC UTILITIES COMMISSION</b>	<b>727,805,960</b>	<b>818,564,434</b>	<b>802,351,174</b>	<b>(16,213,260)</b>	<b>881,356,080</b>	<b>79,004,906</b>
<b>RENT ARBITRATION BOARD</b>						
RENT BOARD	4,872,992	5,955,352	6,000,593	45,241	6,212,995	212,402
<b>RENT ARBITRATION BOARD</b>	<b>4,872,992</b>	<b>5,955,352</b>	<b>6,000,593</b>	<b>45,241</b>	<b>6,212,995</b>	<b>212,402</b>
<b>Expenditure Subtotals</b>	<b>2,257,814,682</b>	<b>2,458,506,313</b>	<b>2,574,783,917</b>	<b>116,277,604</b>	<b>2,700,071,397</b>	<b>125,287,480</b>
Less Interdepartmental Recoveries And Transfers	(124,975,399)	(130,737,313)	(144,175,009)	(13,437,696)	(152,611,048)	(8,436,039)
<b>Net Uses</b>	<b>2,132,839,283</b>	<b>2,327,769,000</b>	<b>2,430,608,908</b>	<b>102,839,908</b>	<b>2,547,460,349</b>	<b>116,851,441</b>

# USES BY DEPARTMENT

Department	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
AIRPORT COMMISSION	695,371,905	756,145,222	838,016,536	81,871,314	865,701,259	27,684,723
BOARD OF APPEALS	839,005	925,289	934,735	9,446	949,328	14,593
ENVIRONMENT	21,969,810	17,596,746	18,016,350	419,604	14,824,114	(3,192,236)
MUNICIPAL TRANSPORTATION AGENCY	741,290,676	780,567,111	823,675,725	43,108,614	843,156,458	19,480,733
PORT	65,744,534	78,752,159	85,788,804	7,036,645	87,871,163	2,082,359
PUBLIC UTILITIES COMMISSION	727,889,960	818,564,434	802,351,174	(16,213,260)	881,356,080	79,004,906
RENT ARBITRATION BOARD	4,872,992	5,955,352	6,000,593	45,241	6,212,995	212,402
Expenditure Subtotals	2,257,834,682	2,458,596,313	2,574,783,917	116,277,604	2,700,071,397	125,287,480
Less Interdepartmental Recoveries And Transfers	(124,975,399)	(130,737,313)	(144,175,009)	(13,437,696)	(152,611,048)	(8,436,039)
<b>Net Uses</b>	<b>2,132,859,283</b>	<b>2,327,769,000</b>	<b>2,430,608,908</b>	<b>102,839,908</b>	<b>2,547,460,349</b>	<b>116,851,441</b>

# FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA AND DEPARTMENT TITLE

Department	2010-2011 Budget	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change from 2012-2013
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE						
AIRPORT COMMISSION	1,293.59	1,377.31	1,469.52	92.21	1,488.42	18.90
BOARD OF APPEALS	5.00	5.00	5.00	0	5.00	0
MUNICIPAL TRANSPORTATION AGENCY	4,159.86	4,140.59	4,386.15	245.56	4,411.06	24.91
PORT	216.83	223.16	237.38	14.22	238.38	1.00
PUBLIC UTILITIES COMMISSION	1,583.85	1,615.62	1,621.90	6.28	1,622.53	0.63
Service Area: 02 TOTAL	7,259.13	7,361.68	7,719.95	358.27	7,765.39	45.44
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT						
ENVIRONMENT	56.20	58.55	72.93	14.38	72.75	(0.18)
RENT ARBITRATION BOARD	28.94	28.91	28.53	(0.38)	28.53	0
Service Area: 03 TOTAL	85.14	87.46	101.46	14.00	101.28	(0.18)
Report Grand Total	7,344.27	7,449.14	7,821.41	372.27	7,866.67	45.26



# Department Budgets





# Airport

The San Francisco International Airport (SFO), is the Bay Area's largest airport offering non-stop links with more than 31 international points on 29 international carriers and non-stop connections to more than 74 cities in the U.S. on 20 domestic airlines. SFO was voted "North America's Best Airport" in 2010 by passengers for its modern and efficient facilities and its multi-modal transportation systems. The Airport's mission is to be an exceptional airport in service to its communities.

## SERVICES

The Airport provides services in the following divisions:

**ADMINISTRATION** creates and enhances partnerships within the City and with the Airport's neighbors, recruits and maintains a competent workforce, and oversees medical services at the Airport.

**BUSINESS AND FINANCE** ensures that Airport property and facilities achieve the maximum non-airline revenue return; provides the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; and manages the Airport's financial performance.

**CHIEF OPERATING OFFICER** provides executive oversight to Administration, Design and Construction, Operations, Maintenance, Planning, and the Museum program to ensure the delivery of safe, secure and efficient services to the traveling public; promotes high standards of customer service; and protects the environment. This division also works with the Director and Executive Committee in developing Airport-wide policy, vision, and strategy.

**COMMUNICATIONS AND MARKETING** provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities;

markets opportunities for new or expanded airline services and on-site parking and concessions to increase Airport revenue; and oversees customer service programs.

**DESIGN AND CONSTRUCTION** plans and implements capital improvement projects and programs. This division designs and oversees improvements to buildings, utility systems, and other Airport systems.

**MAINTENANCE** keeps the Airport facilities clean, safe and running efficiently.

**MUSEUMS** provide a broad range of attractions for the traveling public and create an ambiance in the Airport that reflects the sophistication and cultural diversity of San Francisco.

**OPERATIONS AND SECURITY** manages the airfield, public transportation, terminals, airport security program and emergency procedures to provide the public with a safe, secure, efficient, and customer-friendly Airport.

**PLANNING** prepares long-range facility development planning studies and analyzes projects to support the development of the Airport capital improvement program.

For more information, call (650) 821-5042 or 311; or visit [www.flysfo.com](http://www.flysfo.com)

## BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>Total Expenditures</b>	695,371,905	756,145,222	838,016,536	81,871,314	865,701,259	27,684,723
<b>Total FTE</b>	1294	1377	1469	92	1488	19

# BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$838.0 million for the Airport is \$81.9 million, or 10.8 percent, higher than the FY 2011-12 budget of \$756.1 million. This budget increase is due to the annualized cost of positions added in prior years; proposed new positions; additional services and cost increases for shuttle bus, parking management, and the Airline Liaison Office; a proposed parking tax on the ballot in San Mateo county; and reimbursement for 30 Police Academy trainees to replace officers assigned to SFO. In addition, debt service expenses are higher as the result of scheduled increases for previously issued bonds. The budget includes a \$32.4 million annual service payment to the City, a \$4.2 million transfer of operating revenue to support capital projects, \$8.5 million to maintain facilities and infrastructure, and \$79.6 million for grant- and operating-funded capital projects.

The FY 2013-14 proposed budget of \$865.7 million for the Airport is \$27.7 million, or 3.3 percent, higher than the FY 2012-13 budget of \$838.0 million. This budget increase is due to the additional cost of positions added in prior years; proposed new positions; additional services and cost increases for information technology services, parking management services, and equipment maintenance. Debt service expenses will increase again as the result of scheduled increases for previously issued bonds. The budget includes a \$34.5 million annual service payment to the City, a \$4.3 million transfer of operating revenue to support capital projects, \$9.0 million to maintain facilities and infrastructure, and \$75.2 million for grant- and operating-funded capital projects.

## AIRLINE SERVICE SUPPORTS TOURISM AND TRADE

SFO forecasts that enplanements (the number of passengers boarding a plane) will reach 21.6 million in FY 2012-13, a 2.3 percent increase, and 22.0 million in FY 2013-14, a 1.8 percent increase. Recent increases in service primarily reflect domestic growth, with new or more frequent flights by United Airlines following its merger with Continental Airlines, and the continued expansion of Virgin America. For international service, SFO has added new seasonal service from XL Airways to Paris and additional flights to Europe and Mexico by current air carriers. By attracting new and expanding existing airline service, the Airport supports tourism and international trade, promotes lower airfares, and improves SFO's competitive position. While domestic air traffic has dramatically increased over the last few years, SFO projects that expanding international traffic will be the source of its long-term growth.

## AIRPORT CONCESSIONS PROVIDE LOCAL BUSINESS OPPORTUNITIES AND GENERATE REVENUE

The Airport's concessions compare favorably to other airports across the nation, ranking third with \$11.64 in sales per enplaned passenger in 2010. SFO's concessions include high-end retailers, many restaurants, and other vendors that offer a broad range of services. Terminal 2, which opened in April 2011, has the highest spend rate per passenger for retail, food, and beverage concessions in the Airport and has set a new standard for SFO concession development. With wholesome food grown and prepared in a healthful manner, the food concessionaires in Terminal 2 are distinctly San Francisco. As the economy strengthens and business travel returns, concession sales are projected to exceed budget by 9.3 percent in FY 2011-12, which will increase the Airport's annual service payment to the City's General Fund.

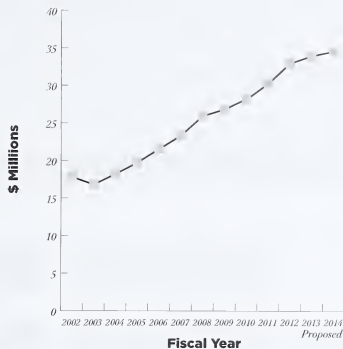
In recognition of its innovative program, SFO concessions won six major awards from Airport Revenue News in 2012, including "Airport with the Best Concession Program Design," "Airport with the Most Unique Services," and "Airport with Best Overall Concession Program" for Large Airports. Terminal 2 also received awards for "Terminal with the Best Program Design," "Terminal with the Best Customer Service," and "Terminal with the Best Concession Management Team."

## CAPITAL INVESTMENT CREATES JOBS AND SUPPORTS LOCAL BUSINESSES

The Airport's \$763.7 million Five-Year Capital Plan and \$1.9 billion Ten-Year Capital Plan will support the local economy and businesses by investing in Airport infrastructure. The Airport Capital Plan will create about 4,000 jobs in the first five years and 11,900 jobs over the ten-year period. The Five-Year Plan includes \$279.1 million in investments in terminal upgrades and renovations; \$250.2 million in spending on the airfield for runway safety areas and other improvements; \$150.8 million on support projects, such as a new air traffic control tower, access control system upgrades, public safety facilities and equipment, and cargo and hangar facilities; \$49.0 million for utility infrastructure; \$32.8 million on roadways, AirTrain, and parking facilities; and \$1.8 million on West of Bayshore protection. The Ten-Year Plan includes a preliminary estimate of \$840.0 million for the renovation of Boarding Area B in Terminal 1.

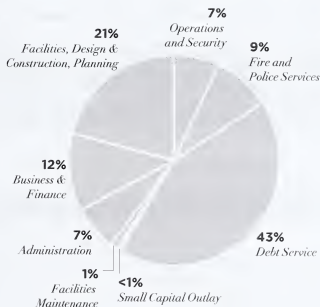


## Annual Service Payment to the General Fund



SFO has a unique provision which allows the airport to pay 15 percent of its concession revenues to the City and County of San Francisco, called the Annual Service Payment (ASP).

## FY 2012-13 Department Uses



The Airport projects to spend 43 percent of their overall budget on debt service; the Department undertakes many large capital projects each year that require long term planning and funding.

# Airport



# TOTAL BUDGET    HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

## AUTHORIZED POSITIONS

Total Authorized	1,421.13	1,499.31	1,597.60	98.29	1,619.73	22.13
Non-operating Positions (cap/other)	(127.54)	(122.00)	(128.08)	(6.08)	(131.31)	(3.23)
Net Operating Positions	1,293.59	1,377.31	1,469.52	92.21	1,488.42	18.90

## SOURCES

Licenses & Fines	405,817	249,000	173,000	(76,000)	173,000	0
Use of Money or Property	228,584,306	231,238,000	254,486,800	23,248,800	259,061,900	4,575,100
Intergovernmental Revenue - Federal	19,465,573	32,386,032	75,183,521	42,797,489	71,741,491	(3,442,030)
Intergovernmental Revenue - State	0	567,003	15,000	(552,003)	15,000	0
Charges for Services	446,775,475	487,445,000	484,589,000	(2,856,000)	548,452,000	63,863,000
Other Revenues	35,774,095	35,776,000	34,010,000	(1,766,000)	38,472,000	4,462,000
Transfers In	106,818,012	111,292,586	77,983,517	(33,309,069)	107,506,977	29,523,460
Expenditure Recovery	37,863	35,000	6,343,721	6,308,721	6,737,874	394,153
Transfer Adjustments-Sources	(106,818,012)	(176,872,317)	(146,613,903)	30,258,414	(178,965,895)	(32,351,992)
Use of / (Deposit to) Fund Balance	(35,671,224)	34,028,918	51,845,880	17,816,962	12,506,912	(39,338,968)
Sources Total	695,371,905	756,145,222	838,016,536	81,871,314	865,701,259	27,684,723

## USES - OPERATING EXPENDITURES

Salaries & Wages	97,240,683	108,591,491	124,052,445	15,460,954	127,234,919	3,182,474
Fringe Benefits	46,138,943	62,772,947	68,784,960	6,012,013	76,551,017	7,766,057
Overhead	0	0	2,550,028	2,550,028	2,550,028	0
Professional & Contractual Services	75,989,077	93,672,618	96,709,994	3,037,376	99,055,679	2,345,685
Materials & Supplies	13,060,391	15,431,227	15,304,779	(126,448)	15,259,854	(44,925)
Equipment	1,167,302	2,331,332	2,280,485	(50,847)	1,628,438	(652,047)
Debt Service	331,526,955	342,780,901	350,144,580	7,363,679	366,104,856	15,960,276
Services of Other Departments	48,364,389	54,492,803	53,837,781	(655,022)	57,652,977	3,815,196
Transfers Out	148,973,160	141,590,586	112,115,517	(29,475,069)	142,430,977	30,315,460
Transfer Adjustments-Uses	(106,818,012)	(111,292,586)	(77,983,517)	33,309,069	(107,506,977)	(29,523,460)
Uses - Operating Expenditures Total	655,642,888	710,371,319	747,797,052	37,425,733	780,961,768	33,164,716

## USES - PROJECT EXPENDITURES

Facilities Maintenance	3,290,194	7,075,000	10,500,000	3,425,000	9,310,000	(1,190,000)
Capital Projects	36,438,823	38,698,903	79,719,484	41,020,581	75,429,491	(4,289,993)
Uses - Project Expenditures Total	39,729,017	45,773,903	90,219,484	44,445,581	84,739,491	(5,479,993)

## USES BY PROGRAM RECAP

Administration	33,983,402	36,899,762	42,335,878	5,436,116	44,572,563	2,236,685
Airport Director	7,150,780	16,579,536	8,681,265	(7,898,271)	8,823,278	142,013
Bureau Of Design And Construction	2,669,420	5,621,140	13,346,864	7,725,724	14,027,455	680,591
Business & Finance	414,835,439	428,766,832	448,091,868	19,325,036	467,436,020	19,344,152
Capital Projects And Grants	38,823,643	39,498,903	80,519,484	41,020,581	76,229,491	(4,289,993)
Chief Operating Officer	3,698,501	4,595,869	4,811,312	215,443	5,111,470	300,158
Communications & Marketing	5,531,545	5,862,433	6,301,302	438,869	6,480,587	179,285
Continuing Projects, Maint And Renewal	983,440	7,075,000	10,500,000	3,425,000	9,310,000	(1,190,000)
Facilities	132,610,324	148,844,080	155,596,876	7,152,796	164,167,236	8,170,360

## TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
Fire Airport Bureau Non-Personnel Cost	470,359	811,248	678,947	(132,301)	598,434	(80,513)
Operations And Security	48,335,705	55,098,535	59,634,287	4,535,752	61,941,342	2,307,055
Planning Division	3,243,456	4,019,107	3,551,512	(467,595)	3,827,380	275,868
Police Airport Bureau Non-Personnel Cost	3,035,891	2,472,777	3,566,941	1,094,164	3,176,003	(390,938)
Uses by Program Recap Total	695,371,905	756,145,222	838,016,536	81,871,314	865,701,259	27,684,723

## PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
<b>ADMINISTRATION, BUSINESS</b>					
<b>Contribute to the strength of the local economy</b>					
Percent change in domestic air passenger volume	3.4%	1.2%	7.5%	2.1%	1.5%
Percent change in international air passenger volume	5.3%	3.0%	2.4%	2.8%	3.0%
<b>Increase concession revenues</b>					
Total concession revenue per enplaned passenger	\$9.89	\$9.76	\$10.45	\$10.59	\$10.58
<b>Control airline cost per enplaned passenger</b>					
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.62	\$14.49	\$13.69	\$14.27	\$15.13
<b>SAFETY &amp; SECURITY</b>					
<b>Provide accessible and convenient facilities and superior customer service</b>					
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	3.9	4.0	4.0	4.0	4.0
Average immigration and customs wait times as a percent of the average of six comparable airports	96%	96%	90%	92%	92%



# Board of Appeals

The Board of Appeals (BOA) provides the public with a final administrative review process for the issuance, denial, suspension, revocation and modification of City permits as well as for certain decisions of the Zoning Administrator, Planning Commission and Historic Preservation Commission. The Board of Appeals provides an efficient, fair, and expeditious public hearing and decision-making process before an impartial panel as the last step in the City's permit issuance process.

## SERVICES

The Board of Appeals provides the following services:

**APPEAL PROCESSING** assists members of the public who want to learn about the appeal process, and those who want to file and/or respond to an appeal. BOA staff ensures that appeals are processed in conformance with the requirements of the City Charter and relevant codes, that appeals are decided at duly noticed public hearings, and that BOA issues timely decisions to uphold, overrule or modify departmental decisions.

**CUSTOMER SERVICE** strives to create a fair and impartial forum within which appeals may be considered and decided. It adheres to the legal requirements surrounding the processing of appeals, and provides notification of public hearings on appeals. Information about the appeal process is available through a variety of means, including on the department's website, in its offices and at Department

meetings in City Hall. Written materials are available in English, Spanish and Chinese and department staff members are available to assist limited English speaking customers in Spanish, Cantonese and Mandarin.

The benchmarks used by the Department to assess the quality of its customer service include clearly articulated timelines for assigning hearing dates, established briefing schedules, and hearing protocols that create a fair and accessible process allowing all parties an equal opportunity to present their case. To ensure the appeals process is carried out in a timely manner, the BOA also benchmarks the speed with which the Department makes its determinations and how quickly written decisions are issued.

For more information, call (415) 575-6880 or 311; or visit [www.sfgov.org/boa](http://www.sfgov.org/boa)

## BUDGET DATA SUMMARY

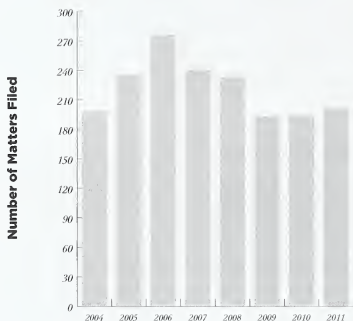
	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>Total Expenditures</b>	839,005	925,289	934,735	9,446	949,328	14,593
<b>Total FTE</b>	5	5	5	0	5	0

## BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$934,735 for the Board of Appeals is \$9,446 more than the FY 2011-12 budget. The Department increased expected revenue, and decreased expenses to offset increased costs for labor and technology support. The FY 2013-14 proposed budget

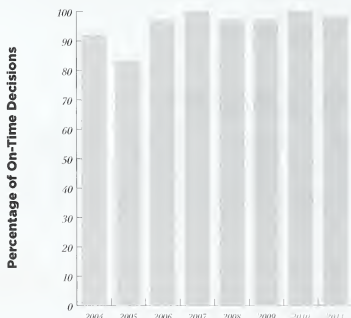
of \$949,328 for the Board of Appeals is \$14,593 higher than the FY 2012-13 budget of \$934,735. A significant portion of this increase is due to increases in the mandated employer-side retirement contribution rates.

### Number of Appeals Filed



The number of appeals filed has fluctuated with the economy. In FY 2010-11, appeals filed were back to their 2004 level.

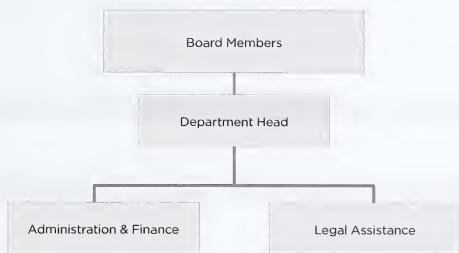
### Percentage of On-Time Decisions



98 percent of the time the Board of Appeals released written decisions within 15 days of final action in FY 2010-11.



# Board of Appeals



## TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

### AUTHORIZED POSITIONS

Total Authorized	5.00	5.00	5.00	0.00	5.00	0.00
Net Operating Positions	5.00	5.00	5.00	0.00	5.00	0.00

### SOURCES

Charges for Services	839,005	925,289	934,735	9,446	949,328	14,593
Sources Total	839,005	925,289	934,735	9,446	949,328	14,593

### USES – OPERATING EXPENDITURES

Salaries & Wages	359,204	380,259	399,374	19,115	400,835	1,461
Fringe Benefits	198,480	210,467	221,888	11,421	245,488	23,600
Overhead	45,121	0	6,723	6,723	6,723	0
Professional & Contractual Services	25,850	47,192	74,192	27,000	74,192	0
Materials & Supplies	3,133	9,398	9,398	0	9,398	0
Services of Other Departments	207,217	277,973	223,160	(54,813)	212,692	(10,468)
Uses – Operating Expenditures Total	839,005	925,289	934,735	9,446	949,328	14,593

### USES BY PROGRAM RECAP

Appeals Processing	839,005	925,289	934,735	9,446	949,328	14,593
Uses by Program Recap Total	839,005	925,289	934,735	9,446	949,328	14,593

## PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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### APPEALS PROCESSING

#### Provide a fair and efficient administrative appeals process to the public

Percentage of cases decided within 75 days of filing	77%	70%	65%	65%	65%
Percentage of written decisions released within 15 days of final action	98%	97%	97%	97%	97%



# Environment

The Department of the Environment (ENV) works to improve, enhance and preserve the environment and promote San Francisco's long-term environmental well-being.

## SERVICES

The Department of Environment delivers programs to other City departments, residents, nonprofits and businesses through the following program areas:

**ENVIRONMENTAL JUSTICE** coordinates environmental health and food security projects, including a farmers' market and job training program in communities that bear a disproportionate environmental burden.

**CARBON NEUTRALITY** helps individuals and organizations minimize their production of greenhouse gases and sequester additional emissions through innovative projects and policies such as the purchase of carbon credits.

**ENERGY** provides energy efficiency audits at commercial establishments; offers retrofits pending available state funding; provides free energy-efficient appliances to commercial and residential clients; and, promotes both residential and commercial solar energy installations.

**CLEAN AIR** promotes alternatives to driving for residents, businesses, and city agencies; promotes clean alternative fuel technology; and monitors the alternative fuel composition of the city fleet.

**CLIMATE** tracks greenhouse gas emissions for San Francisco's citywide and municipal operations, and designs and coordinates policies to reduce the City's carbon footprint in line with approved goals.

**ZERO WASTE** promotes recycling, materials reuse, and waste reduction for municipal, commercial and residential clients.

**TOXICS REDUCTION** promotes proper use and disposal of toxic products and educates municipal, commercial and residential clients on non-toxic alternatives.

**SCHOOL EDUCATION** serves over 225 public and private schools in San Francisco by providing school-wide assemblies, classroom presentations, field trips, teacher workshops, environmental education materials and technical assistance on environmental issues.

**GREEN BUILDING** promotes resource conservation in the construction, demolition and maintenance of municipal building projects, along with the environmental performance of residential and commercial buildings in San Francisco.

**URBAN FOREST** coordinates policy and management issues across multiple agencies and nonprofits, and develops long-term forestation and funding plans for the restoration of San Francisco's urban forest.

For more information, call (415) 355-3700 or 311; or visit [www.sfenvironment.org](http://www.sfenvironment.org)

## BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>Total Expenditures</b>	21,909,810	17,596,746	18,016,350	419,604	14,824,114	(3,192,236)
<b>Total FTE</b>	56	59	73	14	73	0

## BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$18.0 million for ENV is \$0.4 million, or 2 percent, higher than the FY 2011-12 budget of \$17.6 million. The Department is experiencing a \$550,000 decrease in Impound Account fund revenues due to a one-time rate increase in FY 2011-12. This decrease is offset by an increase in the amount of grant monies included in the FY 2012-13 budget.

The FY 2013-14 proposed budget of \$14.8 million for ENV is \$3.2 million, or 18 percent, lower than the FY 2012-13 budget of \$18.0 million. Much of the proposed budget decrease is related to changes in grants and do not actually reflect decreases in services.

## GREEN JOBS AND WASTE DIVERSION

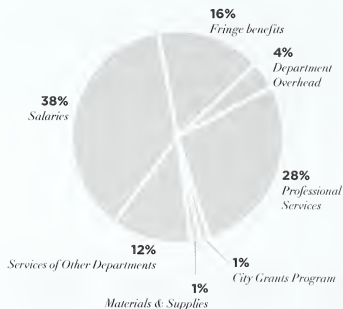
With a citywide goal of zero waste by 2020, the Department will continue to promote recycling, composting, and other waste diversion practices in FY 2012-13 and FY 2013-14. The Department is pleased to continue the Environment Now education and outreach

program, which hires local San Francisco residents for extensive green jobs training. In FY 2011-12, Environment Now staff conducted an extensive outreach campaign throughout the City, and as a result, participation levels in the waste diversion program have increased significantly. The Department plans to continue this work in FY 2012-13 and FY 2013-14.

## PROMOTING ENERGY EFFICIENCY AND RENEWABLE ENERGY

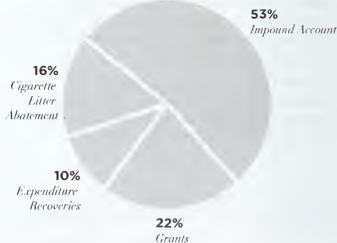
In FY 2012-13 and FY 2013-14, ENV will continue to deliver energy efficiency retrofits through the Energy Watch Program, a unique partnership with Pacific Gas & Electric (PG&E). This program delivers energy efficiency retrofits to commercial buildings and multi-family residences, with an overall goal of reducing energy consumption in San Francisco by 10 megawatts. In addition to PG&E funding, the Department secured substantial American Recovery and Reinvestment Act (ARRA) funds and, for the first time, is offering energy efficiency audits and retrofits for single family residences.

**FY 2012-13**  
**Department Uses**



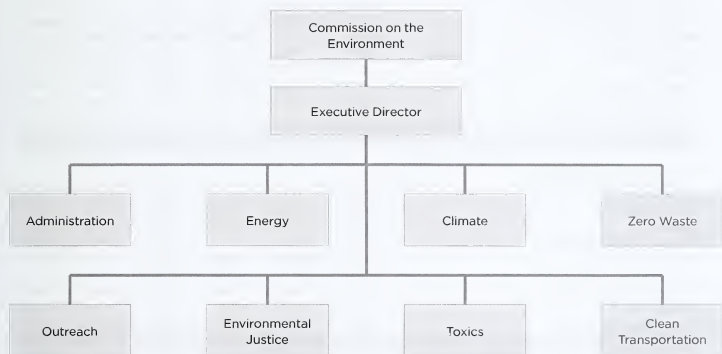
Personnel and Professional Services costs make up over 80 percent of the Department's budget.

**FY 2012-13**  
**Department Sources**



A majority of the Department's budget is funded by the City's Solid Waste Impound Account, which is collected through a 3 percent set-aside from garbage rate fees.

# Environment



# TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

## AUTHORIZED POSITIONS

Total Authorized	83.04	88.74	100.58	11.84	100.40	(0.18)
Non-operating Positions (cap/other)	(26.84)	(30.19)	(27.65)	2.54	(27.65)	0.00
<b>Net Operating Positions</b>	<b>56.20</b>	<b>58.55</b>	<b>72.93</b>	<b>14.38</b>	<b>72.75</b>	<b>(0.18)</b>

## SOURCES

Intergovernmental Revenue - Federal	2,062,732	249,554	0	(249,554)	0	0
Intergovernmental Revenue - State	5,979,206	581,836	553,055	(28,781)	562,578	9,523
Intergovernmental Revenue - Other	326,130	390,613	418,611	27,998	429,279	10,668
Charges for Services	10,145,672	11,242,381	10,676,638	(565,743)	10,914,211	237,573
Other Revenues	240,770	3,129,298	3,904,982	775,684	1,404,982	(2,500,000)
Transfers In	56,890	1,017,602	2,839,211	1,821,609	2,871,103	31,892
Expenditure Recovery	3,346,037	2,003,064	2,463,064	460,000	1,513,064	(950,000)
Transfer Adjustments-Sources	(56,890)	(1,017,602)	(2,839,211)	(1,821,609)	(2,871,103)	(31,892)
Use of / (Deposit to) Fund Balance	(190,737)	0	0	0	0	0
<b>Sources Total</b>	<b>21,909,810</b>	<b>17,596,746</b>	<b>18,016,350</b>	<b>419,604</b>	<b>14,824,114</b>	<b>(3,192,236)</b>

## USES - OPERATING EXPENDITURES

Salaries & Wages	5,951,325	4,453,105	5,821,793	1,368,688	5,822,031	238
Fringe Benefits	2,600,374	2,296,276	2,666,203	369,927	2,927,781	261,578
Overhead	1,042,913	1,576,108	614,848	(961,260)	239,413	(375,435)
Professional & Contractual Services	7,884,125	3,911,097	4,347,242	436,145	2,222,677	(2,124,565)
Aid Assistance / Grants	547,063	1,524,860	1,100,000	(424,860)	150,000	(950,000)
Materials & Supplies	223,079	247,182	227,056	(20,126)	227,056	0
Services of Other Departments	3,167,612	3,588,118	3,239,208	(348,910)	3,235,156	(4,052)
Transfers Out	56,890	1,017,602	2,839,211	1,821,609	2,871,103	31,892
Transfer Adjustments-Uses	(56,890)	(1,017,602)	(2,839,211)	(1,821,609)	(2,871,103)	(31,892)
<b>Uses - Operating Expenditures Total</b>	<b>21,416,491</b>	<b>17,596,746</b>	<b>18,016,350</b>	<b>419,604</b>	<b>14,824,114</b>	<b>(3,192,236)</b>

## USES - PROJECT EXPENDITURES

Capital Projects	493,319	0	0	0	0	0
<b>Uses - Project Expenditures Total</b>	<b>493,319</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## USES BY PROGRAM RECAP

Clean Air	1,034,727	972,716	781,857	(190,859)	801,290	19,433
Climate Change/Energy	8,105,122	1,586,521	2,954,097	1,367,576	467,556	(2,486,541)
Environment	5,170,645	7,280,462	7,257,325	(23,137)	6,392,110	(865,215)
Environment-Outreach	719,144	219,328	219,521	193	224,868	5,347
Environmental Justice / Youth Employment	289,866	499,505	173,709	(325,796)	180,097	6,388
Green Building	594,850	416,919	383,130	(33,789)	397,347	14,217
Power Utility Field Services	493,319	0	0	0	0	0
Recycling	3,488,774	4,404,837	4,708,172	303,335	4,779,479	71,307
Solid Waste Management	244,455	272,162	0	(272,162)	0	0
Toxics	1,733,533	1,908,354	1,500,874	(407,480)	1,542,283	41,409
Urban Forestry	35,375	35,942	37,665	1,723	39,084	1,419
<b>Uses by Program Recap Total</b>	<b>21,909,810</b>	<b>17,596,746</b>	<b>18,016,350</b>	<b>419,604</b>	<b>14,824,114</b>	<b>(3,192,236)</b>



## PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
<b>CLIMATE CHANGE/ENERGY</b>					
<b>Encourage the use of renewable energy and energy efficiency</b>					
Metric Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities since its inception in January 2006.	30,170	34,000	39,000	47,500	55,900
Megawatt reduction: SF Energy Watch program activities since its inception in January 2006.	16.5	16.0	19.5	22.5	25.5
<b>TOXICS</b>					
<b>Improve environmental quality and reduce toxics</b>					
Number of Green Businesses certified through Green Business program	174	195	240	270	300
<b>ZERO WASTE</b>					
<b>Decrease landfill waste through recycling and other waste diversion</b>					
Percentage of total solid waste diverted in a calendar year	78%	77%	77%	78%	78%
Total tons disposed of in all landfills	475,800	625,000	625,000	600,000	575,000



# Municipal Transportation Agency

The mission of the San Francisco Municipal Transportation Agency (MTA) is to provide a safe and efficient surface transportation network for pedestrians, bicyclists, transit and paratransit customers, motorists, and taxis. The MTA operates the Municipal Railway (Muni), which marks its centennial December 28, 2012, and also manages parking, traffic and taxi regulation as well as pedestrian, bicycling and streetscape programs. On a daily basis, the MTA endeavors to improve the quality of life for residents, businesses and visitors alike through implementation of the City's Transit First Policy and to ensure mobility for all who live, visit and work in San Francisco.

## SERVICES

The MTA manages the following programs and services:

**MUNI** provides electric trolley bus, hybrid and diesel motor coach, light rail, cable car and historic streetcar service to the City. Muni also manages the Transit Effectiveness Project (TEP) which was the first comprehensive study and assessment of the system in a generation. Recommendations from this initiative are currently in environmental review, and the TEP is expected to improve operational effectiveness and system reliability through various measures, which will be launched in the coming years.

**SUSTAINABLE STREETS** manages the safe and convenient operation of city streets including traffic, pedestrians, bicycles and transit lanes; manages public parking garages and parking meters; installs and maintains traffic signals, traffic signs and street markings; and coordinates safe traffic flow at school intersections.

**PEDESTRIAN AND BICYCLE PROGRAMS** are focused on improving walking and bicycling in San Francisco by emphasizing safety, congestion improvements, emissions reduction and personal health promotion.

**SAFETY, TRAINING, SECURITY & ENFORCEMENT'S** goal is to enhance safety and security of the transit system as well as enforcement of parking regulations and a system safety program focused on attaining an optimum level of safety and environmental compliance.

**ACCESSIBLE SERVICES** manages contracted paratransit (door-to-door) service for customers with disabilities who cannot independently use regular Muni service and ensures that fixed route Muni services and other MTA services and program are accessible to seniors and persons with disabilities.

**TAXI SERVICES** regulates the taxi industry with the goal of improving services to residents and visitors to San Francisco by working with taxi drivers, taxi companies and medallion holders

For more information visit [www.sfmta.com](http://www.sfmta.com) or contact 311.

## BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>Total Expenditures</b>	741,290,476	780,567,111	823,675,725	43,108,614	843,156,458	19,480,733
<b>Total FTE</b>	4,160	4,141	4,386	246	4,411	25

# BUDGET ISSUES

Pursuant to the Charter, the MTA Board adopted a two-year operating budget in the spring of 2012, for Fiscal Years 2012-13 and 2013-14. The approved Fiscal Year (FY) 2012-13 budget of \$823.7 million is \$43.1 million more than the FY 2011-12 budget and includes funding for an additional 247 positions. Specifically, the Department proposes to add 216 transit operator positions to reduce overtime spending by more efficiently deploying staff.

The approved FY 2013-14 budget of \$843.2 million is \$19.5 million higher than the FY 2012-13 budget. The majority of this increase is due to increasing costs for salary and fringe benefits.

## INCREASING REVENUE AND EFFICIENCY

Faced with a projected deficit of \$19.6 million for FY 2012-13 and \$33.6 million for FY 2013-14, the MTA proposed a variety of measures to realign revenues and expenditures, including:

- Eliminating management positions
- Assuming a \$7.3 million projected reduction in salaries and benefits through labor negotiations
- Reducing project overtime expenditures
- Improving workers' compensation performance
- Automatically increasing some Muni fares as the cost of living increases
- Adding 500 – 1,000 new metered parking spaces
- Generating efficiencies by maintaining more vehicles in-house

## AN INVESTMENT IN MAINTENANCE

In recent years, Muni has not sufficiently funded maintenance costs, which has adversely impacted the system's reliability. The focus of this two-year budget is to reverse that trend by making a significant investment in maintenance to improve service. To that end, an additional \$17.6 million in FY 2012-13 and \$29.1 million in FY 2013-14 has been realigned to fund maintenance needs across the agency.

## CENTRAL SUBWAY

The Central Subway Project is Phase 2 of the Third Street Light Rail Program that will link the Bayview and Visitation Valley with Mission Bay, South of Market (SoMa), Yerba Buena/Moscone Center, Union Square and

Chinatown. The Central Subway will improve regional connections to Caltrain, BART, and to Muni rail lines and bus routes while reducing travel time and providing rapid transit in this burgeoning and increasingly congested corridor.

The majority of funding for the Central Subway will be provided by the Federal Transit Administration's (FTA) New Starts program, with a total commitment of \$942.2 million over the life of the project. Environmental clearance of the project was granted by the FTA in November 2008 and utility relocation began in January 2010. The Central Subway Project anticipates receiving the federal Full Funding Grant Agreement in the summer of 2012, after which major construction, including tunnel boring, will commence. The extended light rail line is slated to open to the public in 2019.

## SFPARK

SFPark is a federally funded pilot program of new parking management technologies and strategies that makes parking easier to find and pay for. Sensors, installed in parking spaces and in city-owned garages, track in real-time where parking is and isn't available to help drivers find parking more easily. To achieve parking availability, SFPark adjusts meter prices up or down based on occupancy. Drivers circle less and get to a parking space faster, resulting in decreased congestion and improved Muni speed.

## METERED PARKING ON SUNDAYS

On January 1, 2013, San Francisco will join Los Angeles, Chicago, Portland, Toronto, Vancouver, Montreal, Las Vegas, and numerous other cities in North America in implementing Sunday metering. MTA parking meters will operate from 12:00pm to 6:00pm with a four hour time limit. Currently, parking availability and turnover are much lower on Sundays than Saturdays. Meters will help ensure some spaces are open creating improved access to commercial areas. Insufficient open parking spaces leads to double parking, circling and traffic congestion in both commercial and residential areas. After implementation, annual net revenue is projected to be \$1.9 million.

## VAN NESS BUS RAPID TRANSIT

Bus Rapid Transit (BRT) is an affordable approach to creating rapid transit along Van Ness Avenue, San Francisco's major north-south transit route, for two miles

between Mission and Lombard Streets. BRT is designed to include dedicated bus lanes separated from traffic, transit signal priority and all-door boarding at passenger level. The result is a rapid transit system that reduces travel time by 32 percent and increases reliability by 50 percent. The San Francisco County Transportation Authority expects to make the final documents available to the public in the summer of 2012 with final adoption slated for the fall of 2012. Following adoption, the project will be transitioned to the MTA for final design and construction, and the start of operations is planned for 2016.

## FREE MUNI FOR LOW-INCOME YOUTH

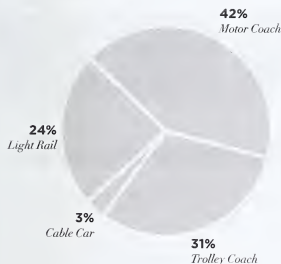
On April 17, 2012 the MTA Board approved the policy of providing free transit service for low-income youth, ages 5-17, who use a Clipper card. This is a 22-month pilot program beginning August 1, 2012, planned to run through May 31, 2014, after which date youth fares will return to the regular value on June 1, 2014 absent

explicit future MTA Board action. The implementation of this program is contingent upon funding from the Metropolitan Transportation Commission and the San Francisco County Transit Authority.

## REVENUE BONDS

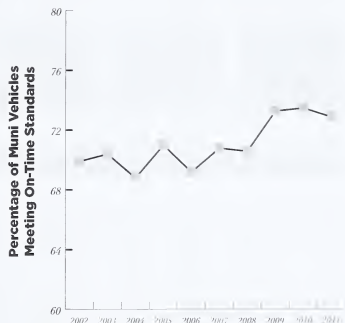
This summer, MTA plans on refunding \$47.0 million of existing debt on garages, along with issuing \$28.0 million in revenue bonds to fund state of good repair transit and garage projects. Addressing these long standing capital needs will reduce MTA's maintenance expenses in the operating budget. Annual debt service for the revenue bonds repayment is expected to be less than 2 percent of MTA's annual operating budget.

## Muni Passengers by Transit Mode



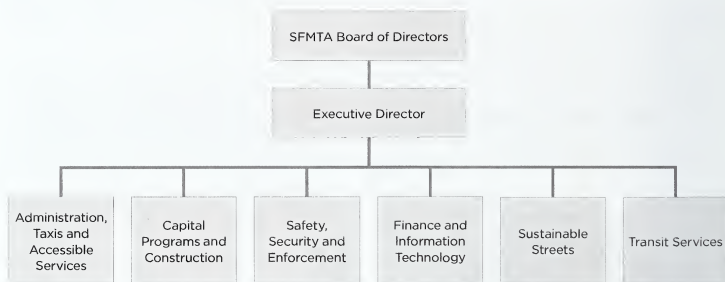
Each year, Muni carries over 200 million passengers—over half a million per day. Seventy-three percent use the electric and motor buses that make up the bulk of the transit network. Just a handful of light rail lines account for nearly a quarter of total ridership.

## Percentage of Muni Vehicles Meeting On-Time Standards



On-time performance for Muni vehicles is projected to exceed 70 percent for the fifth year in a row. Muni will continue to work toward its goal of 85 percent.

# Municipal Transportation Agency



# TOTAL BUDGET    HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	4,533.61	4,514.34	4,750.15	235.81	4,775.56	25.41
Non-operating Positions (cap/other)	(373.75)	(373.75)	(364.00)	9.75	(364.50)	(0.50)
<b>Net Operating Positions</b>	<b>4,159.86</b>	<b>4,140.59</b>	<b>4,386.15</b>	<b>245.56</b>	<b>4,411.06</b>	<b>24.91</b>

## SOURCES

Licenses & Fines	115,235,037	122,687,325	115,690,539	(6,996,786)	116,267,713	577,174
Use of Money or Property	92,377,974	91,853,058	94,639,056	2,785,998	98,361,428	3,722,372
Intergovernmental Revenue - Federal	3,341	3,721,868	3,700,000	(21,868)	3,700,000	0
Intergovernmental Revenue - State	33,318,875	28,231,267	32,500,000	4,268,733	33,100,000	600,000
Intergovernmental Revenue - Other	82,502,795	74,939,774	77,500,000	2,560,226	78,870,000	1,370,000
Charges for Services	219,485,197	207,736,734	224,544,634	16,807,900	228,233,972	3,689,338
Other Revenues	176,730	3,200	0	(3,200)	0	0
Transfers In	161,413,822	94,269,091	199,149,067	104,879,976	191,669,095	(7,479,972)
Expenditure Recovery	47,022,811	60,111,666	87,479,058	27,367,392	91,538,321	4,059,263
Transfer Adjustments-Sources	(145,866,903)	(93,736,872)	(220,926,629)	(127,189,757)	(215,634,071)	5,292,558
Use of / (Deposit to) Fund Balance	(58,994,577)	0	0	0	0	0
General Fund Support	194,615,374	190,750,000	209,400,000	18,650,000	217,050,000	7,650,000
<b>Sources Total</b>	<b>741,290,476</b>	<b>780,567,111</b>	<b>823,675,725</b>	<b>43,108,614</b>	<b>843,156,458</b>	<b>19,480,733</b>

## USES - OPERATING EXPENDITURES

Salaries & Wages	360,650,380	312,530,601	349,144,960	36,614,359	346,351,868	(2,793,092)
Fringe Benefits	152,203,582	166,273,213	177,250,094	10,976,881	194,634,529	17,384,435
Overhead	46,751,591	57,749,181	85,746,838	27,997,657	89,817,417	4,070,579
Professional & Contractual Services	84,439,764	163,814,304	141,714,265	(22,100,039)	137,956,017	(3,758,248)
Materials & Supplies	54,941,110	71,914,467	70,982,239	(932,228)	75,353,439	4,371,200
Equipment	1,322,727	1,287,150	843,999	(443,151)	978,355	134,356
Debt Service	2,690,784	2,690,660	9,000,000	6,309,340	12,000,000	3,000,000
Services of Other Departments	57,202,084	62,016,655	63,766,892	1,750,237	64,896,809	1,129,917
Transfers Out	126,955,357	36,027,752	136,153,067	100,125,315	126,802,095	(9,350,972)
Budgetary Reserves	0	0	10,000,000	10,000,000	10,000,000	0
Transfer Adjustments-Uses	(145,866,903)	(93,736,872)	(220,926,629)	(127,189,757)	(215,634,071)	5,292,558
<b>Uses - Operating Expenditures Total</b>	<b>741,290,476</b>	<b>780,567,111</b>	<b>823,675,725</b>	<b>43,108,614</b>	<b>843,156,458</b>	<b>19,480,733</b>

## USES BY PROGRAM RECAP

Accessible Services	17,895,347	21,549,070	20,913,337	(635,733)	22,190,745	1,277,408
Administration	47,319,440	58,987,665	69,256,239	10,268,574	68,526,331	(729,908)
Agency Wide Expenses	119,595,916	126,785,319	98,125,518	(28,659,801)	91,822,450	(6,303,068)
Capital Programs & Construction	0	0	104,048	104,048	105,012	964
Development And Planning	1,179,389	604,441	714,905	110,464	912,796	197,891
Parking & Traffic	64,798,169	73,186,298	80,756,408	7,570,110	88,750,313	7,993,905
Parking Garages & Lots	18,493,515	22,201,245	24,371,088	2,169,843	27,705,632	3,334,544
Rail & Bus Services	415,344,566	418,967,316	446,906,864	27,939,548	457,420,010	10,513,146
Security, Safety, Training & Enforcement	54,490,766	55,876,450	78,848,078	22,971,628	81,836,176	2,988,098
Taxi Services	2,173,368	2,409,307	3,679,240	1,269,933	3,886,993	207,753
<b>Uses by Program Recap Total</b>	<b>741,290,476</b>	<b>780,567,111</b>	<b>823,675,725</b>	<b>43,108,614</b>	<b>843,156,458</b>	<b>19,480,733</b>

## PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
<b>ENFORCEMENT</b>					
<b>To ease traffic congestion and promote parking turnover throughout the City by enforcing regulations</b>					
Abandoned automobile reports: % responded to within 48 hours	89%	100%	85%	100%	100%
<b>To process citations and hearings in a timely manner</b>					
Administrative citation hearing customers: % served within 10 minutes	82%	83%	83%	83%	83%
<b>MRD-MAINTENANCE DIVISION (MAINT)</b>					
<b>Improve customer satisfaction</b>					
Muni transit system cleanliness rating (1 to 5 scale)	2.75	3.55	2.75	3.55	3.55
<b>MRD-MUNICIPAL RAILWAY EXEC OFFICE (MREO)</b>					
<b>Improve the safety of passengers, drivers, pedestrians, and others</b>					
Muni transit system safety rating (1 to 5 scale)	3.01	3.55	3.01	3.55	3.55
<b>PARKING</b>					
<b>To provide clean, safe and convenient parking at reasonable rates to maximize revenues</b>					
Parking meter malfunction reports: % responded to and repaired within 48 hours	82%	86%	85%	86%	86%
<b>RAIL &amp; BUS SERVICES</b>					
<b>Provide reliable and timely transit service</b>					
Schedule adherence	72.9%	85.0%	72.0%	85.0%	85.0%
% of scheduled service hours delivered	96.2%	98.5%	96.5%	98.5%	98.5%
<b>Improve customer satisfaction</b>					
Muni transit system driver courtesy rating (1 to 5 scale)	3.06	3.55	3.55	3.55	3.55



# Port

The mission of the Port of San Francisco (Port or PRT) is to promote maritime, recreational, transportation, public access and commercial activities on a self-supporting basis by managing and developing San Francisco's waterfront.

## SERVICES

The Port leases and manages commercial, industrial and maritime properties and provides the public with waterfront access and recreational activities through the following divisions:

**ENGINEERING** provides project and construction management, engineering design, facility inspection, contracting, code compliance review and permit services for all Port facilities.

**MARITIME** manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, and other harbor services.

**MAINTENANCE** is responsible for the Port's seven-and-a-half miles of waterfront property and for repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning.

**PLANNING AND DEVELOPMENT** sees that the development and use of Port lands is consistent with the goals and policies of the Waterfront Land Use Plan; maintains and amends Plan policies; leads community planning projects for specified waterfront areas; and, administers land use regulatory review of projects on Port property.

**REAL ESTATE** oversees all property and lease management for marketing and leasing the Port's commercial and industrial property along San Francisco's waterfront.

**ADMINISTRATION** manages the Port's operations and support services including Human Resources, Accounting, Finance, Information Systems, Contracts and Business Services.

For more information, call (415) 274-0400 or 311; or visit [www.sfport.com](http://www.sfport.com).

## BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>Total Expenditures</b>	65,744,534	78,752,159	85,788,804	7,036,645	87,871,163	2,082,359
<b>Total FTE</b>	217	223	237	14	238	1

# BUDGET ISSUES AND DETAILS

The Port's proposed Fiscal Year (FY) 2012-13 budget of \$85.8 million is \$7.0 million, or 9 percent, higher than the FY 2011-12 budget of \$78.8 million. A significant portion of this increase (\$4.6 million) is due to the Port absorbing South Beach Harbor from the Redevelopment Authority. In addition, salary and fringe cost growth, and a slight staff increase, result in a \$2.4 million increase in staff expenditures. The Port has also increased its debt financing for capital projects in preparation for the America's Cup, leading to increased debt service expenditures.

The Port's proposed FY 2013-14 budget of \$87.9 million is \$2.1 million, or 2 percent, higher than the proposed FY 2012-13 budget of \$85.8 million. This increase is due to staffing costs, including \$1.4 million for ongoing growth in mandatory fringe benefits for existing employees, and increases in the Department's capital project spending.

## CAPITAL POLICY

One of the most challenging issues that the Port faces is securing funds to address the condition of its physical infrastructure, much of which is 80 to 100 years old and well past its original usable life. According to the Port's 10-Year Capital Plan, which identified a total \$2.2 billion in need along the waterfront, the Port should budget a minimum of \$20 million per year to simply maintain pier substructures. The Department has only been able to appropriate an average of \$8.3 million per year in annual investments over the past 10 years, and growing operating expenditures will further constrain the Port's ability to invest in capital.

To realign Capital Budget identified priorities with need, the Port Commission approved a new policy in March of 2012 that requires an annual appropriation of at least 20 percent of the value of the Port's operating revenues for capital. The Port's proposed FY 2012-13 budget includes \$9.8 million and the proposed FY 2013-14 budget includes \$10.5 million allocated to capital. While the Port does not meet the policy requirement in the coming two fiscal years, the budget for both fiscal years includes \$2.1 million in new debt service required to help finance \$48.2 million in capital investments related to the Cruise Terminal and America's Cup infrastructure projects that will be completed in FY 2012-13. Assuming that Port revenues improve over time, implementation of this policy will guide the Port to continuously improve its capital investments.

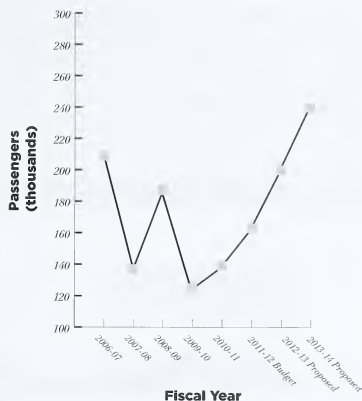
## PREPARING FOR THE AMERICA'S CUP

On December 31, 2010 San Francisco was selected by the America's Cup Event Authority to host the 34th America's Cup (AC34) in 2013 under the terms set forth in the Host City and Venue Agreement. The Port's primary strategic priority over the next two years is to support AC34 by delivering the operational and capital improvements necessary for the event. The Port plans to complete \$54.7 million worth of infrastructure and mitigation work over the course of the next year, including \$13.0 million on AC34 infrastructure improvements along Port property, and \$29.5 million to complete Phase I of the Cruise Terminal project at Pier 27, and \$12.2 million to meet project permitting and mitigation requirements. All of this work will leave a long-lasting legacy for cruises, the local economy, and the public.

## REDEVELOPMENT

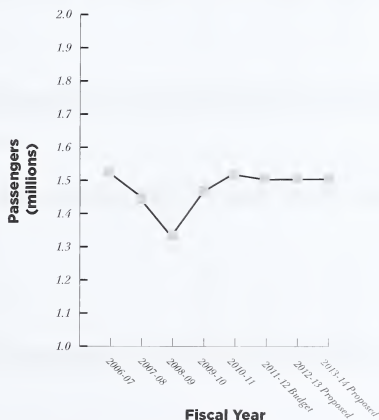
Under AB26, the State of California dissolved all its redevelopment agencies, including the San Francisco Redevelopment Agency, as of February 1, 2012. The City and County of San Francisco was designated as the successor agency for redevelopment assets and functions within its jurisdiction, including the South Beach Harbor and Marina located at Pier 40 and Rincon Park located along the Promenade north of Pier 22½. Beginning FY 2012-13, the Port will integrate these Port-related assets and functions into its budget and operations.

## Cruise Passenger Trends



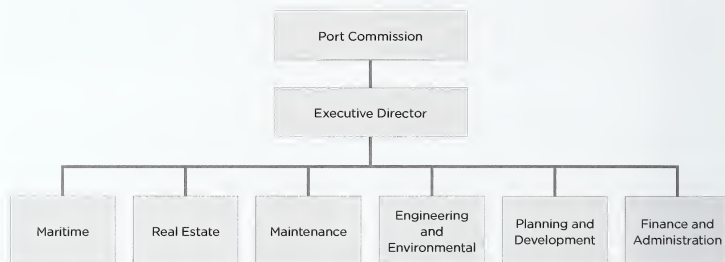
Due to an increase in planned cruise calls and the growing size of cruise ships, the Port projects increased passenger volume near historic levels.

## Ferry Passenger Trends



After suffering from a dip in ferry passenger volume in FY 2008-09, the Port has experienced both high and steady rates of transport in and out of San Francisco.

# Port



# TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

## AUTHORIZED POSITIONS

Total Authorized	235.91	243.93	258.38	14.45	256.38	(2.00)
Non-operating Positions (cap/other)	(19.08)	(20.77)	(21.00)	(0.23)	(18.00)	3.00
<b>Net Operating Positions</b>	<b>216.83</b>	<b>223.16</b>	<b>237.38</b>	<b>14.22</b>	<b>238.38</b>	<b>1.00</b>

## SOURCES

Licenses & Fines	1,503,756	1,366,000	2,060,000	694,000	2,083,000	23,000
Use of Money or Property	62,061,729	50,921,000	61,171,830	10,250,830	63,509,834	2,338,004
Charges for Services	8,355,280	13,552,000	12,872,524	(679,476)	13,749,667	877,143
Other Revenues	2,172,971	1,470,494	1,495,445	24,951	1,502,807	7,362
Transfers In	11,449,669	20,458,495	17,304,823	(3,153,672)	14,743,444	(2,561,379)
Expenditure Recovery	33,804	167,168	190,168	23,000	160,168	(30,000)
Transfer Adjustments-Sources	(11,449,669)	(21,422,934)	(18,425,907)	2,997,027	(17,669,676)	756,231
Use of / (Deposit to) Fund Balance	(8,383,006)	12,239,936	9,119,921	(3,120,015)	9,791,919	671,998
<b>Sources Total</b>	<b>65,744,534</b>	<b>78,752,159</b>	<b>85,788,804</b>	<b>7,036,645</b>	<b>87,871,163</b>	<b>2,082,359</b>

## USES - OPERATING EXPENDITURES

Salaries & Wages	19,710,821	20,761,603	22,293,816	1,532,213	22,512,121	218,305
Fringe Benefits	8,619,612	9,834,256	10,732,805	898,549	11,929,268	1,196,463
Overhead	111,317	0	0	0	0	0
Professional & Contractual Services	9,050,296	10,759,966	16,201,315	5,441,349	15,370,001	(831,314)
Materials & Supplies	1,351,948	1,305,468	1,410,166	104,698	1,447,598	37,432
Equipment	926,315	493,898	611,010	117,112	503,701	(107,309)
Debt Service	3,261,842	3,850,937	5,995,560	2,144,623	6,289,872	294,312
Services of Other Departments	10,993,382	12,257,539	12,281,099	23,560	12,325,610	44,511
Transfers Out	12,126,205	18,938,474	15,926,623	(3,011,851)	15,106,244	(820,379)
Budgetary Reserves	0	0	0	0	2,055,666	2,055,666
Transfer Adjustments-Uses	(11,449,669)	(18,274,735)	(15,076,823)	3,197,912	(14,249,444)	827,379
<b>Uses - Operating Expenditures Total</b>	<b>54,702,069</b>	<b>59,927,406</b>	<b>70,375,571</b>	<b>10,448,165</b>	<b>73,290,637</b>	<b>2,915,066</b>

## USES - PROJECT EXPENDITURES

Facilities Maintenance	1,618,401	3,404,636	3,260,073	(144,563)	3,415,526	155,453
Capital Projects	9,424,064	15,420,117	12,153,160	(3,266,957)	11,165,000	(988,160)
<b>Uses - Project Expenditures Total</b>	<b>11,042,465</b>	<b>18,824,753</b>	<b>15,413,233</b>	<b>(3,411,520)</b>	<b>14,580,526</b>	<b>(832,707)</b>

## USES BY PROGRAM RECAP

Administration	19,891,117	23,084,714	26,181,961	3,097,247	27,005,951	823,990
Engineering & Environmental	4,136,699	4,194,296	4,354,256	159,960	4,493,181	138,925
Maintenance	26,395,791	34,793,060	32,102,682	(2,690,378)	33,828,836	1,726,154
Maritime Operations & Marketing	3,266,479	3,832,466	8,412,256	4,579,790	8,502,353	90,097
Planning & Development	3,097,204	2,944,527	4,341,865	1,397,338	3,422,927	(918,938)
Real Estate & Management	8,957,244	9,903,096	10,395,784	492,688	10,617,915	222,131
<b>Uses by Program Recap Total</b>	<b>65,744,534</b>	<b>78,752,159</b>	<b>85,788,804</b>	<b>7,036,645</b>	<b>87,871,163</b>	<b>2,082,359</b>

## PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
<b>MAINTENANCE</b>					
<b>Financial Stability - Improve utilization of maintenance resources</b>					
Percentage of preventative maintenance of sewer pumps performed on schedule	70%	100%	92%	100%	100%
<b>MARITIME OPERATIONS &amp; MARKETING</b>					
<b>Economic Impact - Increase cruise volume</b>					
Total number of cruise ship calls	56	42	59	63	64
<b>Economic Impact - Track ferry passenger volume</b>					
Total number of ferry passengers transiting through Port managed facilities.	1,461,972	1,450,000	1,450,000	1,450,000	1,450,000
<b>REAL ESTATE &amp; MANAGEMENT</b>					
<b>Economic Impact - Achieve maximum revenue from leasing activities</b>					
Amount of revenue earned from commercial/industrial rent and parking, in millions	\$56.7	\$54.0	\$58.0	\$58.2	\$59.7

# Public Utilities Commission

The mission of the Public Utilities Commission (PUC) is to provide customers with high quality, efficient and reliable water, power and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care.

## SERVICES

The PUC is comprised of three utility enterprises: Water, Power and Wastewater. These three essential-service utilities are supported by the Infrastructure, Business Services and External Affairs Bureaus.

**WATER ENTERPRISE** is responsible for collecting, treating and distributing 234 million gallons of water per day to 2.5 million people, including retail customers in the City and 27 wholesale customers located in San Mateo, Santa Clara, and Alameda Counties. Retail customers include residential, commercial, industrial and governmental users.

**WASTEWATER ENTERPRISE** collects, transmits, treats, and discharges sanitary and stormwater flows generated within the City for the protection of public health and environmental safety. This involves operating, cleaning and maintaining 1,000 miles of city sewers, 29 pump stations, three wastewater treatment plants, and responding to sewer-related service calls. The Wastewater Enterprise serves approximately 150,000 residential accounts, which discharge about 39 million gallons per day, and approximately 22,000 non-residential accounts, which discharge about 19 million gallons per day of sanitary flow.

**HETCH HETCHY WATER AND POWER** is comprised of the Power Enterprise as well as the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source. About two thirds of the electricity generated by Hetch Hetchy Water and Power is used by the City's municipal customers, including the Public Hospitals and Municipal Railway (MUNI). The balance of electricity generated is sold to other publicly-owned utilities, such as the Turlock and Modesto Irrigation Districts. Hetch Hetchy Water and Power includes a system of reservoirs, hydroelectric power plants, aqueducts, pipelines, and transmission lines, carrying water and power from the Sierra Nevada to customers in the City and portions of the surrounding San Francisco Bay Area.

**PUC BUREAUS** provide infrastructure planning, managerial and administrative support for all the PUC.

For more information, call (415) 554-3155 or 311; or visit [www.sfwater.org](http://www.sfwater.org)

## BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>Total Expenditures</b>	727,805,960	818,564,434	802,351,174	(16,213,260)	881,356,080	79,004,906
<b>Total FTE</b>	1,584	1,616	1,622	6	1,623	1

## BUDGET ISSUES

The PUC's budget for Fiscal Year (FY) 2012-13 and FY 2013-14 supports the Department's strategic goals to provide high quality services, plan for the future, promote a green and sustainable City, engage the public and invest in our communities. The FY 2012-13 budget of \$802.4 million is 2.0 percent lower than the FY 2011-12 budget of \$818.6 million. The reason for this decrease is lower debt service payments. The FY 2013-14 budget of \$881.4 million is 9.0 percent higher than the FY 2012-13 budget of \$802.4 million. This increase is largely due to increases in debt service as the PUC funds critical infrastructure improvements, including the Water System Improvement Project's seismic upgrades, as well as Wastewater system improvements. Also, the Department has increased costs for staff salaries and fringe benefits.

This budget continues to prioritize and provide funding that ensures system reliability, regulatory compliance, resource sustainability, health and safety, community benefits and jobs, as well as environmental justice and stewardship. All PUC utilities prioritize around-the-clock, 24/7 operations and essential service utilities to meet our customers' water, power and sewer service needs. FY 2012-13 will also see the completion of 525 Golden Gate, the new PUC headquarters, an accomplishment that will result in beneficial staff consolidation from previously rented space and long-term ratepayer savings. The Department is on-track for a summer 2012 move in.

### WATER ENTERPRISE

Staying on course to ensure the completion of the Water System Improvement Program (WSIP) upgrades, as well as planning the post-construction integration of those critical infrastructure improvements, remains the Water Enterprise's priority for the next two fiscal years. This includes the environmental mitigation and monitoring commitments made. A continued focus on the 24/7 delivery of water and the diversification of the water supply—including water conservation programs and the development of groundwater and recycled water sources—remain equally key priorities.

### WASTEWATER ENTERPRISE

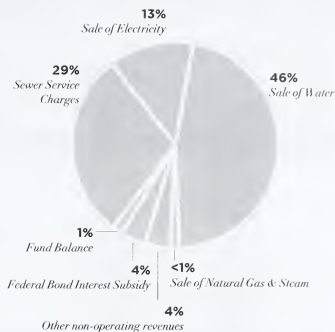
Capital improvements, along with the 24/7 operations of the City's sewer system, remains the Wastewater Enterprise's top priority. This includes the further planning and implementation of the Sewer System Improvement Program (SSIP) through completion of sewer condition assessments of mains, pipelines and the treatment plants as well as the pump stations and watersheds. Funding is requested to comply with the new permit requirements for separate storm and sanitary systems and to develop standard operating procedures to comply with these mandates. In addition, the PUC continues to fund the expansion of green programs including the Fat, Oil and Grease (FOG) collections (in conjunction with the Bio-diesel and digester food waste), and the rain barrels and cistern incentive program; develop standards for future Low Impact Design (LID) projects; and expand the commitment to co-generation and other alternative energy assets system.

### HETCH HETCHY WATER & POWER, AND THE POWER ENTERPRISE

Hetch Hetchy priorities include: compliance with power and water regulatory requirements including the North America Electric Corporation (NERC) and the Western Electricity Coordinating Council (WECC); funding fisheries studies mandated by the Federal Regulatory Commission (FERC) as part of the requirement under the Districts' FERC license to operate the Don Pedro Project; and a water transfer with the Modesto Irrigation District for a dry year supply. The Power Enterprise's priorities include the continued promotion of green and sustainable power practices; the purchase of renewable energy; and energy efficiency programs.

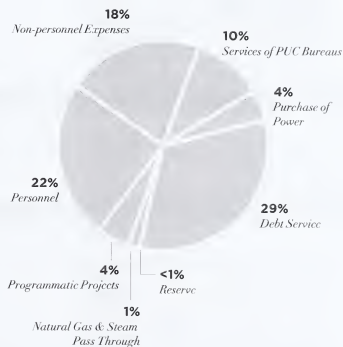


## FY 2012-2013 Department Sources



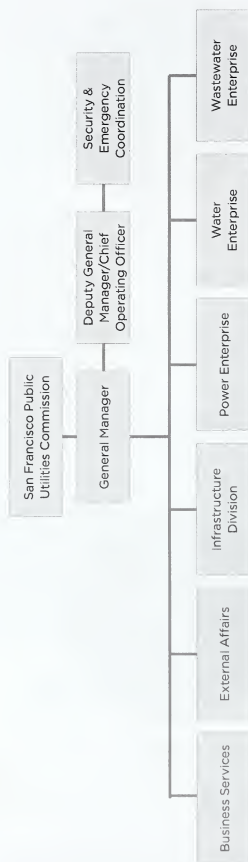
Over 88 percent of the PUC's sources come from the sale of electricity, water, and sewer services.

## FY 2012-2013 Department Uses



Almost 29 percent of the PUC's operating budget goes to fund debt service for large, long-term capital projects.

# Public Utilities Commission



# TOTAL BUDGET    HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	2,185.29	2,220.89	2,227.40	6.51	2,228.03	0.63
Non-operating Positions (cap/other)	(601.44)	(605.27)	(605.50)	(0.23)	(605.50)	0.00
<b>Net Operating Positions</b>	<b>1,583.85</b>	<b>1,615.62</b>	<b>1,621.90</b>	<b>6.28</b>	<b>1,622.53</b>	<b>0.63</b>

## SOURCES

Licenses & Fines	4,272,938	0	0	0	0	0
Use of Money or Property	14,597,168	15,945,357	14,852,000	(1,093,357)	15,870,000	1,018,000
Intergovernmental Revenue - State	0	(30,000,000)	0	30,000,000	0	0
Charges for Services	609,411,958	664,822,332	632,950,809	(31,871,523)	673,742,609	40,791,800
Other Revenues	15,860,649	119,185,993	40,568,535	(78,617,458)	40,720,164	151,629
Transfers In	137,442,424	157,661,682	63,806,901	(93,854,781)	62,010,058	(1,796,843)
Expenditure Recovery	172,179,290	237,419,777	247,977,465	10,557,688	257,596,353	9,618,888
Transfer Adjustments-Sources	(231,954,408)	(367,707,467)	(214,389,606)	153,317,861	(213,989,614)	399,992
Use of / (Deposit to) Fund Balance	5,995,941	21,236,760	16,585,070	(4,651,690)	45,406,510	28,821,440
<b>Sources Total</b>	<b>727,805,960</b>	<b>818,564,434</b>	<b>802,351,174</b>	<b>(16,213,260)</b>	<b>881,356,080</b>	<b>79,004,906</b>

## USES - OPERATING EXPENDITURES

Salaries & Wages	157,834,963	188,869,876	196,868,219	7,998,343	197,658,778	790,559
Fringe Benefits	64,827,130	79,354,749	83,794,778	4,440,029	93,426,986	9,632,208
Overhead	4,615,717	5,839,300	3,779,416	(2,059,884)	3,779,416	0
Professional & Contractual Services	166,493,424	183,710,422	108,537,317	(75,173,105)	97,482,636	(11,054,681)
Aid Assistance / Grants	2,533,485	1,580,000	2,995,125	1,415,125	2,995,125	0
Materials & Supplies	26,104,341	27,055,934	28,042,970	987,036	28,136,152	93,182
Equipment	5,872,073	6,081,485	6,007,903	(73,582)	5,675,605	(332,298)
Debt Service	576,398	215,210,624	241,863,938	26,653,314	287,528,425	45,664,487
Services of Other Departments	127,155,732	148,522,122	159,826,875	11,304,753	161,119,256	1,292,381
Transfers Out	324,714,906	157,674,682	63,806,901	(93,867,781)	62,010,058	(1,796,843)
Budgetary Reserves	0	13,434,935	86,252,338	72,817,403	119,016,257	32,763,919
Transfer Adjustments-Uses	(231,954,408)	(367,707,467)	(214,389,606)	153,317,861	(213,989,614)	399,992
<b>Uses - Operating Expenditures Total</b>	<b>648,773,761</b>	<b>659,626,662</b>	<b>767,386,174</b>	<b>107,759,512</b>	<b>844,839,080</b>	<b>77,452,906</b>

## USES - PROJECT EXPENDITURES

Facilities Maintenance	1,118,872	16,065,186	29,464,000	13,398,814	30,304,000	840,000
Capital Renewal	0	104,326,086	3,501,000	(100,825,086)	4,213,000	712,000
Capital Projects	77,913,327	38,546,500	2,000,000	(36,546,500)	2,000,000	0
<b>Uses - Project Expenditures Total</b>	<b>79,032,199</b>	<b>158,937,772</b>	<b>34,965,000</b>	<b>(123,972,772)</b>	<b>36,517,000</b>	<b>1,552,000</b>

## USES BY PROGRAM RECAP

Administration	290,436,333	112,184,853	188,958,806	76,773,953	208,772,837	19,814,031
Customer Services	11,126,410	11,984,647	12,561,644	576,997	12,975,905	414,261
Debt Service	0	212,923,930	232,022,270	19,098,340	274,689,954	42,667,684
Engineering	390,595	0	0	0	0	0
Finance	9,409,407	10,148,226	10,684,141	535,915	10,958,753	274,612
General Management	(51,017,511)	(55,946,417)	(59,207,238)	(3,260,821)	(60,648,302)	(1,441,064)
Hetch Hetchy Capital Projects	28,664,057	73,686,500	2,000,000	(71,686,500)	2,000,000	0
Hetchy Water Operations	11,992,661	50,487,873	59,486,896	8,999,023	55,417,772	(4,069,124)

## TOTAL BUDGET — HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
Human Resources	7,618,240	9,581,837	10,135,362	553,525	10,420,474	285,112
Management Information	18,796,417	19,542,846	20,525,731	982,885	20,746,225	220,494
Operating Reserve	0	13,434,935	20,798,138	7,363,203	36,122,807	15,324,669
Power Infrastructure Development	6,314,379	9,316,096	21,721,891	12,405,795	22,297,133	575,242
Power Purchasing/ Scheduling	31,295,356	44,505,295	45,851,628	1,346,333	45,971,131	119,503
Power Utility Services	74,766,392	11,869,084	342,000	(11,527,084)	357,000	15,000
Strategic Planning/Compliance	5,833,950	10,596,544	12,785,185	2,188,641	12,881,037	95,852
Wastewater Capital Projects	11,578,325	30,652,450	0	(30,652,450)	0	0
Wastewater Collection	30,204,932	30,100,426	31,317,585	1,217,159	31,890,746	573,161
Wastewater Operations	5,024,404	6,413,336	3,051,622	(3,361,714)	3,072,021	20,399
Wastewater Treatment	61,049,496	69,931,755	70,704,830	773,075	72,039,834	1,335,004
Water Capital Projects	54,910,356	39,270,330	5,001,000	(34,269,330)	5,713,000	712,000
Water Source Of Supply	16,217,207	20,925,744	20,002,385	(923,359)	21,127,014	1,124,629
Water Transmission/ Distribution	67,706,717	49,043,342	50,988,696	1,945,354	51,668,436	679,740
Water Treatment	35,487,837	37,910,802	42,618,602	4,707,800	42,882,303	263,701
<b>Uses by Program Recap Total</b>	<b>727,805,960</b>	<b>818,564,434</b>	<b>802,351,174</b>	<b>(16,213,260)</b>	<b>881,356,080</b>	<b>79,004,906</b>

## PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
<b>Customer and Community</b>					
<b>Invest in Customers/Community</b>					
CY5.3a Percent of procured hours worked through community-based employment (WSIP)	n/a	50.00%	50.00%	50.00%	50.00%
CY5.3b Percent of procured hours worked through community-based employment (Non-WSIP)	n/a	20.00%	20.00%	25.00%	30.00%
<b>Environment</b>					
<b>Steward the Environment</b>					
EN6.1 Per capita water sold to San Francisco residential customers in gallons per day	n/a	51.00	51.00	51.00	51.00
EN8.2 Percent of total water supplied by alternative sources to retail customers	n/a	3.00%	3.00%	3.40%	3.40%
EN9.4 Percent sewage sludge (the residual, semi-solid material left from the sewage treatment process) going to reuse or recycling	n/a	100.00%	100.00%	100.00%	100.00%
EN12.1 Average monthly energy usage per SFPUC street light (in million kWh)	n/a	50.00	50.00	50.00	42.00
EN12.2b Annual total kWh/yr electricity reduction achieved by customers	n/a	2,990,000.00	2,990,000.00	1,870,000.00	1,600,000.00
EN12.2c Annual total therms/yr gas reduction achieved by customers	n/a	121,000.00	121,000.00	76,000.00	65,000.00
<b>Governance</b>					
<b>Improve Governance</b>					
GM 7.1 Drinking water compliance rate	n/a	100.00%	100.00%	100.00%	100.00%
GM12.1b Percent completion within 150 days from RFP to NTP of construction contracts that are within SFPUC control	n/a	5.00%	5.00%	5.00%	5.00%
IAS.3a System renewal and replacement rate for Water (percent & miles)	n/a	0.50%	0.50%	0.75%	0.75%
IAS.3b System renewal and replacement rate for Wastewater (miles)	n/a	10.50	10.50	11.50	14.00



# Rent Arbitration Board

The San Francisco Rent Arbitration Board's (RNT) mission is to protect tenants from excessive rent increases and unjust evictions while assuring landlords of fair and adequate rents; provide fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the rent law; and promote the preservation of sound, affordable housing; and enhance the ethnic and cultural diversity that is unique to San Francisco.

## SERVICES

The Rent Arbitration Board provides services in the following areas:

**PUBLIC INFORMATION AND COUNSELING** unit provides information to the public regarding the Rent Ordinance and rules and regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law.

**HEARINGS AND APPEALS** unit consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

For more information, call (415) 252-4601 or 311; or visit [www.sfrb.org](http://www.sfrb.org)

## BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
<b>Total Expenditures</b>	4,872,992	5,955,352	6,000,593	45,241	6,212,995	212,402
<b>Total FTE</b>	29	29	29	0	29	0

## BUDGET ISSUES

The Department's Fiscal Year (FY) 2012-13 proposed budget of \$6.0 million for the Rent Board is 0.7 percent higher than the FY 2011-12 budget of \$5.9 million. This slight increase is due to higher salary and benefit costs for staff.

The Department's FY 2013-14 proposed budget of \$6.2 million is 3.5 percent higher than the FY 2012-13 budget of \$6.0 million. This increase is also due to higher salary and fringe benefits for staff.

## RENT BOARD FEES

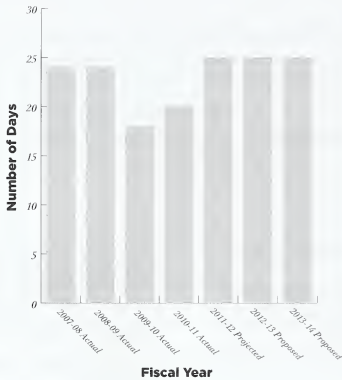
The Rent Board fee is currently applied to all rental units in the City that come under the jurisdiction of the Rent Ordinance with the exception of Section 8 units.

Annually, after taking into account any operating savings from previous years, the Controller's Office adjusts the Rent Board fee to cover the operating costs of the Department. In FY 2012-13, the fee is expected to remain the same at \$29 per unit.

## HOUSING AFFORDABILITY

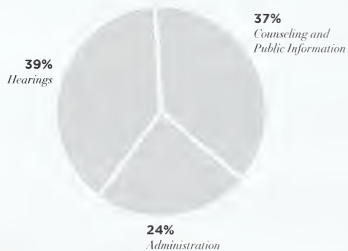
The Department's central function of regulating rents during a tenant's tenancy, and preventing evictions without good cause, keeps rents affordable and promotes affordable housing. During the past fiscal year, the Department answered over 22,000 counseling calls, served over 8,000 counter visitors, adjudicated 725 tenant petitions and investigated 491 Wrongful Eviction Reports.

## Average Number of Days for Administrative Law Judge to Submit Decisions for Review



The Rent Board strives to adjudicate cases as quickly as possible.  
The legal mandate for reviewing cases is 30 days.

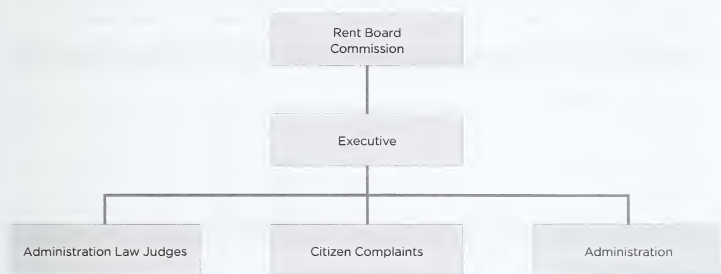
## FY 2012-13 Department Staffing by Service Area



76 percent of the Rent Board's staff provides direct services to tenants and landlords



# Rent Arbitration Board



## TOTAL BUDGET    HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
<b>AUTHORIZED POSITIONS</b>						
Total Authorized	28.94	28.91	28.53	(0.38)	28.53	0.00
Net Operating Positions	28.94	28.91	28.53	(0.38)	28.53	0.00
<b>SOURCES</b>						
Charges for Services	5,118,571	4,796,263	4,796,263	0	4,796,263	0
Expenditure Recovery	62,675	96,000	96,000	0	96,000	0
Use of / (Deposit to) Fund Balance	(308,254)	1,063,089	1,108,330	45,241	1,320,732	212,402
Sources Total	4,872,992	5,955,352	6,000,593	45,241	6,212,995	212,402
<b>USES - OPERATING EXPENDITURES</b>						
Salaries & Wages	2,785,666	3,117,756	3,211,988	94,232	3,254,282	42,294
Fringe Benefits	1,105,364	1,353,811	1,386,860	33,049	1,558,359	171,499
Overhead	17,509	14,352	10,361	(3,991)	10,361	0
Professional & Contractual Services	88,176	203,058	163,058	(40,000)	163,058	0
Aid Assistance / Grants	158,806	120,000	120,000	0	120,000	0
Materials & Supplies	26,209	45,499	37,499	(8,000)	37,499	0
Services of Other Departments	691,262	1,100,876	1,070,827	(30,049)	1,069,436	(1,391)
Uses - Operating Expenditures Total	4,872,992	5,955,352	6,000,593	45,241	6,212,995	212,402
<b>USES BY PROGRAM RECAP</b>						
Rent Board	4,872,992	5,955,352	6,000,593	45,241	6,212,995	212,402
Uses by Program Recap Total	4,872,992	5,955,352	6,000,593	45,241	6,212,995	212,402

## PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
<b>RENT BOARD</b>					
<b>Provide a timely resolution for all allegations of wrongful eviction filings</b>					
Average number of days needed to process allegations of wrongful evictions	1.2	2.0	2.0	2.0	2.0
<b>Provide a timely resolution of all petitions</b>					
Average number of days for Administrative Law Judges to submit decisions for review	18.0	25.0	25.0	25.0	25.0
<b>Provide translations of documents and make available through multiple sources</b>					
Number of discrete documents in languages other than English	391	402	402	412	416
Number of locations where translated documents are available	927	826	826	826	830



# Capital Projects





# Capital Projects

## SUMMARY OF MAY 1 CAPITAL PROJECTS

A key role of the City and County of San Francisco is to provide the facilities and infrastructure that maintain and improve San Francisco's quality of life, environment, and economy. These include the City's fire stations, hospitals, libraries, parks, police stations, roads and public transit systems—the physical assets that shape urban life. Every other year, the Capital Planning Program, under the direction of the City Administrator, updates the City's 10-year Capital Plan, which outlines a long-term strategy for investment in these assets. The Capital Plan for Fiscal Years 2012 through 2021 was adopted by the Board of Supervisors in March, 2011 and provides information to help guide the Mayor's budget submission. The next Capital Plan, for Fiscal Years 2014 through 2023, will be adopted in March of 2013.

The Mayor's proposed May budget submission includes \$140.6 million in capital projects for Fiscal Year 2012-13 and \$135.8 million for Fiscal Year 2013-14, supporting over 1,800 local jobs during the life of the projects. Under the City's 10-year Capital Plan, the departments in the Mayor's May 1 budget are helping the City realize the goals set forth in the Capital Plan through their budget submissions by planning to invest \$16.3 billion in capital projects over the next decade, supporting approximately 10,700 jobs per year. These projects are funded by various revenue sources, including fee and concession revenue, bond proceeds, and state and federal grants. Major projects included in this submission are the continued

building of runway safety zones at the San Francisco International Airport, structural improvements to several piers along the Port's waterfront to support the America's Cup, and the continued installation of energy-efficient Light Emitting Diode (LED) bulbs in over 17,600 streetlights operated by the Public Utilities Commission. A list of proposed projects is presented on the following pages.

In addition, there are several major Enterprise Department projects that are expected to begin or make significant progress over the next two fiscal years, including the Central Subway, Doyle Drive, the Water System Improvement Project, and the Transbay Terminal. These projects are funded outside of the budget process through supplemental appropriations or grant resolutions.

A complete capital project submission covering all city departments will be included in the Mayor's proposed June budget. For more information on the City's Capital Planning Program visit [www.onesanfrancisco.org](http://www.onesanfrancisco.org).

In addition to the projects described above, the Municipal Transportation Agency (MTA) plans to spend \$582.3 million in FY 2012-13 and \$477.8 million in FY 2013-14 on capital projects. This includes funding for 256 projects within 16 capital programs including transit, paratransit/taxis, streets, bicycles, parking and traffic and pedestrian projects. The MTA's capital budget is outside of the City's capital budget; however, more information can be found at [www.sfmta.com/cms/home/bordindx.htm](http://www.sfmta.com/cms/home/bordindx.htm).

# CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
Department : AIR AIRPORT COMMISSION				
CAC041U0101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	SFIA-CONTINUING PROJ-OPERATING FD	2,000,000	200,000
CAC044339A10	CT3399A-CONSTRUCTION	1992 SFIA ISSUE 15 AMT BONDS	20,646	
CAC045U0501	NOISE INSULATION & MANAGEMNT SYS-UNALLOC	2001 SFIA ISSUE 27A AMT BONDS	(290,073)	
CAC046U0601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(364,072)	
CAC046U0601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	364,072	
CAC0479C4702	AIRFIELD CAPITAL EQUIPMENT	SFIA-CAPITAL PROJECTS-FEDERAL FUND	1,906,000	1,854,000
CAC0479C4703	AIRFIELD IMPROVEMENTS-EMAS/RUNWAY SAFETY	2009 SFIA CAPITAL PLAN	1,000,000	
CAC0479C4705	AIRFIELD IMPROVEMENTS-UTILITIES	2009 SFIA CAPITAL PLAN	5,836,300	
CAC0479C4705	AIRFIELD IMPROVEMENTS-UTILITIES	2009 SFIA CAPITAL PLAN	5,000,000	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	172	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 188 NON-AMT BONDS	5,047	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	6,089	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 21 NON-AMT BONDS	2	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	1,692	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23B-NON-AMT BONDS	39,435	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	33,722	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 10B NON-AMT BONDS	1,919,249	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	167,394	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	4,973	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	199,694	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	486,726	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON-AMT	50,379	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24B NON-AMT BONDS	49,328	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	2001 SFIA ISSUE 27B NON-AMT BONDS	9,655	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	2003 SFIA ISSUE 29B NON-AMT BONDS	327,617	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	1,869	
CAC047U04701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	61,819,423	63,087,491
CAC0489C4802	SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	4,000,000	
CAC048U0801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	400,000	
CAC0502N1E1A	CT9024A-GRANT ALLOCAIION	SFIA-CAPITAL PROJECTS-FEDERAL FUND	5,658,098	
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(3,105,000)	
CAC050U05001	AIRPORT SUPPORT-UNALLOC	2001 SFIA ISSUE 27A AMT BONDS	290,073	
CAC050U05001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	5,000,000	
CAC050U05001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	3,987,000	4,488,000
CAC0549C5401	GROUNDSIDE IMPROVEMENTS-VIADUCT IMPV	2009 SFIA CAPITAL PLAN	700,000	
CAC0549C5402	GROUNDSIDE IMPROVEMENTS-ROADWAY IMPV	2009 SFIA CAPITAL PLAN	4,000,000	
CAC0559C5501	PARKING IMPROVEMENTS	2009 SFIA CAPITAL PLAN	1,205,000	
CAC0579C5701	TERMINAL IMPROVEMENTS-T2 BOARDING AREA	2009 SFIA CAPITAL PLAN	(7,000,000)	
CAC0579C5703	TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	(12,136,300)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1981 SFIA-REVENUE BOND FUND	5,596	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1983 SFIA-SERIES "D" REV BOND FUND	6,035	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	37,298	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18A AMT BONDS	96,101	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	(150)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 21 NON-AMT BONDS	(2)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	32,523	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23B-NON-AMT BONDS	(22,876)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 25 AMT BONDS	24,112	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26A-AMT BONDS	104,765	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(477)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 10B NON-AMT BONDS	(1,919,249)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12A-AMT BONDS	10,400	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	(160,431)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	240	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-MASTER PLAN BOND FD	6,730	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	(4,460)	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	3,632	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 3-REFUNDING BONDS FD	519	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	1,023	
CAC057U05701	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	61,788	



# CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	(187,916)	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(486,726)	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	1997 COMMERCIAL PAPER FUND (AMT)	34,429	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	143,176	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(5,228)	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	1998 SFIA ISSUE 20 NON-AMT BONDS	1,354	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	100,955	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	2003 SFIA ISSUE 29B NON AMT BONDS	(316,112)	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	203,583	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 31F REVENUE BONDS	2,598	
CAC057UN501	TERMINAL RENOVATIONS-UNALLOC	TAXABLE COMMERCIAL PAPER	8,264	
CAC059562010	CT5620A-CONSTRUCTION	1992 SFIA ISSUE 26B NON-AMT BONDS	(11,060)	
CAC0609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	2,500,000	
CAC0609C6002	WATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(500,000)	
CAC0609C6003	CENTRAL PLANT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(500,000)	
CAC0609C6005	UTILITY; POWER & LIGHTING SYS IMPVMENT	2009 SFIA CAPITAL PLAN	(500,000)	
CAC0609C6006	WASTEWATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(500,000)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND		6,000,000
CAC068UN6801	PASSENGER BRIDGE SECURE CONNECTOR-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	(57,944)	
CAC068UN6801	PASSENGER BRIDGE SECURE CONNECTOR-UNALLOC	1992 SFIA ISSUE 23A AMT BONDS	(1,692)	
CAC068UN6801	PASSENGER BRIDGE SECURE CONNECTOR-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	(85,524)	
FAC20099	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	1,122,000	600,000
FAC30099	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,250,000	2,700,000
FAC40099	GROUNDSDIDE FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	700,000	700,000
FAC45099	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	800,000	2,000,000
FAC50099	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	3,453,000	2,500,000
FAC55099	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	175,000	500,000
MACART99	AIRPORT MUSEUM ART ACQUISITION	SFIA-CONTINUING PROJ-OPERATING FD		110,000
Department	AIR	Subtotal	90,219,484	84,739,491

## Department : PRT PORT

CP061901	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD		60,000
CP06251901	MAINTENANCE DREDGING FY 11/12 & FY 12/13	PORT-CONTINUING PROJ-OPERATING FD	3,045,500	3,200,000
CP068001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	390,000	100,000
CP072001	PIER 80/92/96 TRACK MAINT.	PORT-CONTINUING PROJ-OPERATING FD	400,000	100,000
CP07271101	MATERIALS TESTING FY 12/13 & FY 13/14	PORT-CONTINUING PROJ-OPERATING FD	700,000	750,000
CP075501	EMERGENCY TUGBOAT RESPONSE	PORT-CONTINUING PROJ-OPERATING FD	1,000,000	
CP075901	ROOF REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD		350,000
CP076101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	554,660	2,690,000
CP077301	PORT WATERFRONT SUPPORT ASSETS RPR/REPL	PORT-CONTINUING PROJ-OPERATING FD	1,313,000	
CP077401	GREENING/BEAUTIFICATION IMP - S.WATERFRNT	PORT-CONTINUING PROJ-OPERATING FD		150,000
CP077601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD		100,000
CP077801	PIER STRUCTURE RPR RPT PH II	PORT-CONTINUING PROJ-OPERATING FD	1,500,000	1,150,000
CP078801	WATERFRONT SEWER PUMP-PHASE II PROJECT	PORT-CONTINUING PROJ-OPERATING FD	100,000	
CP079401	SO WATERFRONT OPEN SPACE ENHNCMTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	550,000
CP079501	PRT ELEVATOR/ESCALATOR UPRG;RPR/REPLUNT	PORT-CONTINUING PROJ-OPERATING FD	150,000	
CP079601	PIER 70 INFRASTRUCTURE PLAN	PORT-CONTINUING PROJ-OPERATING FD	100,000	200,000
CP092194R001	P35 SUBSTRUCTURE REPAIR	PORT-CONTINUING PROJ-OPERATING FD		1,100,000
GP022001	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	190,000	190,000
GP023601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000	75,000
GP053601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000	185,000
GP054301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	287,000	287,000
GP054701	WHARF 3-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	40,000	40,000
GP054801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	180,000	180,000
GP054901	ICS TRAINING DVLPMNT & IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GP055001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GP055101	A/E CHSLNG PRJT PLNNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	450,000	450,000
GP055501	PIER 90 SUBSURFACE PETROLEUM INVSTGCTON	PORT-OPERATING-ANNUAL PROJECTS	50,000	40,000
GP055601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GP055701	OIL SPILL RESPONSE TRAINING & INVSTGCTON	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GP055901	EMERGENCY OPERATIONS EQUIPT & DOC SUPPLY	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000

# CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	30,000	30,000
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	146,073	151,526
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO56601	PORT RESILIENCE & RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO56801	PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	100,000	75,000
GPO56901	GIS PROJECT	PORT-OPERATING-ANNUAL PROJECTS	208,000	208,000
GPO57101	ORACLE R12 UPGRADE PROJECT	PORT-OPERATING-ANNUAL PROJECTS	150,000	300,000
GPO57201	AMERICA'S CUP	PORT-OPERATING-ANNUAL PROJECTS	2,025,000	550,000
GPO57301	IT ASSESSMENT	PORT-OPERATING-ANNUAL PROJECTS	75,000	
GPO57401	ENGINEERING CONTRACT SOFTWARE	PORT-OPERATING-ANNUAL PROJECTS	100,000	
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	109,000
GPO63201	HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	115,000	115,000
GPO72802	PORT EVENTS & PROMOTION	PORT-OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEA506	YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000	565,000
<b>Department :PRT Subtotal</b>			<b>15,413,233</b>	<b>14,580,526</b>
<b>Department : PUC PUBLIC UTILITIES COMMISSION</b>				
CUH88701	SF ELECTRICAL RELIABILITY/TRANSBAY PROJ	TRANSBAY CABLE	2,000,000	2,000,000
CUW25701	WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	270,000	500,000
CUW26501	LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,500,000	1,500,000
CUW27101	LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	3,231,000	3,713,000
FUW10101	AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	1,100,000	500,000
PUH50301	ARC FLASH & ELECTRICAL HAZARD	HETCHY OPERATING-ANNUAL PROJECTS	342,000	357,000
PUH50401	WECC/NERC COMPLIANCE	HETCHY OPERATING-ANNUAL PROJECTS	3,294,000	2,194,000
PUW50201	WATER RESOURCES PLANNING AND DEVELOPMENT	SFWD-OPERATING-ANNUAL PROJECTS	1,400,000	2,100,000
PUW51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,910,000	2,910,000
PUW51100	TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	1,132,000	1,132,000
PUW51101	TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,200,000
PUW51401	525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	694,000	692,000
PUW51401	525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	357,000	359,000
PUW51401	525 GOLDEN GATE - O & M	SFWD-OPERATING-ANNUAL PROJECTS	2,212,000	2,240,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS	1,858,000	2,424,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS	957,000	1,248,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	SFWD-OPERATING-ANNUAL PROJECTS	7,027,000	9,167,000
PUW51601	17TH & FOLSOM REMEDIATION	SFWD-OPERATING-ANNUAL PROJECTS	1,200,000	
PWW10001	LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	661,000	661,000
PYEA506	YOUTH EMPLOYMENT & ENVIRON BUDGET	CWP-OPERATING-ANNUAL PROJECTS	300,000	300,000
PYEA506	YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEA506	YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	1,150,000	1,150,000
<b>Department :PUC Subtotal</b>			<b>34,965,000</b>	<b>36,517,000</b>
<b>Capital Project Total</b>			<b>140,597,717</b>	<b>135,837,017</b>



